

AMIR PROGRAM 2.0

Achievement of Market Friendly Initiatives and Results Program

FIRST QUARTER 2002

Feature Impact: From Chalkboards to Plasma Screens

In offices across Amman and in other cities of the Kingdom, plasma screens display a steady



Investors study stock data supplied via USAID-funded IT systems

stream of stock data as Jordanian investors in checkered kaffiyehs sip tea, finger prayer beads, study the data and bark orders to their brokers. The whiteboards that only six months before had been the primary data source on deals between buyers and sellers, are now historical artifacts under glass at the Jordan Securities Commission building. The Jordan market is now real time and instantaneous, a dramatic step toward USAID's goal of supporting Jordan's transition to world class securities markets.

Information and communications technology (ICT), supplied by the USAID-funded AMIR Program, has fundamentally transformed Jordan's capital market, contributing to increased trading activity and investment and making the overall market more efficient, liquid, and transparent. The Amman Stock Exchange today is one of the most attractive bourses in the region with a market capitalization of around US\$ 6.5 billion.

Technical support, in the form of developing, installing, and maintaining technology systems and training staff, is a key element of the AMIR Program's Capital Market Development (CMD) initiative. For more than two years AMIR has assisted in vastly improving the operation, reputation, and success of Jordan's three capital market institutions: the Jordan Securities Commission (JSC), the Amman Stock Exchange (ASE), and the Securities Depository Center (SDC).

Over the past few months, AMIR developed and installed a comprehensive management information system and Wide Area Network (WAN) linking the stock exchange and depository to over 130 market participants in Jordan, including brokers and listed companies. The WAN connects brokers, who have electronic data dissemination screens (plasma screens) in their offices in the Housing Bank Building, with the Amman Stock Exchange. These offices have set up investor galleries where on any given day, groups of

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investors crowd around studying the "real-time" changes in the market on the screens. AMIR also funded two market data screens at the Amman Stock Exchange's Investor Gallery, set to open in April 2002, and a plasma screen in the southern port-city of Aqaba, 330 kilometers from Amman.

The capital market's WAN system was expanded recently to connect the three markets of Jordan, Bahrain, and Dubai electronically as the three countries work toward establishing the Middle East's first regional stock exchange for growth companies, called ME-NEX (the Middle East New Exchange). The WAN for ME-NEX is housed at the Amman Stock Exchange.

In addition, a secure local area network (LAN) was developed to link the securities commission, stock exchange and depository, allowing the three institutions to share information and conduct joint surveillance of their systems.

In another step to improve market data dissemination to investors and the general public, Web sites were created for the three capital market institutions. The ASE Web site experienced more than 1 million hits per month during 2001, a figure that has already doubled during the first two months of 2002.

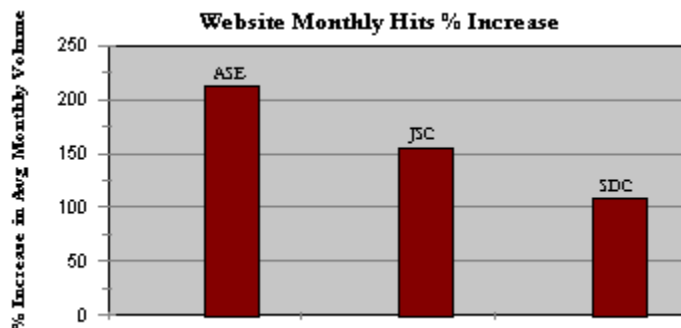


Table 1: In February 2002 ASE website hits increased by 200% to a total of 2 million visitors. Similarly, visits to JSC and SDC websites more than doubled

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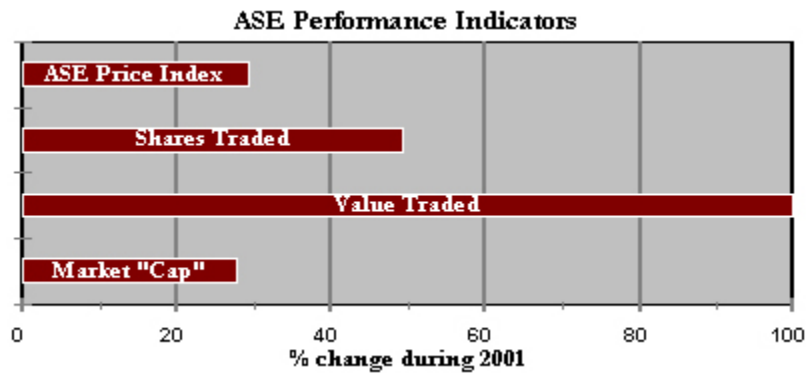


Table 2: The increase in value and volume of ASE trade in 2001 has driven market capitalization to nearly \$6.5 million.

These initiatives and others to improve the timely and transparent dissemination of market information have contributed significantly to educating investors and improving market confidence, which in turn has led to increased trading volumes.

In a January 2002 report on the Amman Stock Exchange, entitled *Raging Bull*, financial research firm Atlas Investment Group attributed part of the exchange's astonishing performance in 2001 to the campaign by the JSC, ASE, and USAID to promote investing in the local capital market by restoring investor confidence. "Thanks to the networking systems in place, remote access to trading and prices is now readily available, while the distribution of critical information, such as financial reports and announcements, is done almost instantaneously as they are released," the report stated.



HRH King Abdullah tours the WAN servers at the ASE

AMIR assistance, both technical and institutional, will continue to help in the expansion, institutional strengthening, and deepening of Jordan's capital markets, further enhancing investment capital and market activity through renewed investor confidence.

General Administrative

A. Key Accomplishments

The complex initiation of the AMIR 2.0 activities began in December, 2001, and resumed on January 8, 2002. Critical year-one planning exercises were undertaken in all components and included input from counterparts and USAID. Full support for the fielding of initial, mission-critical short-term assistance was undertaken in swift, efficient fashion to effect a seamless transition between AMIR 1.0 and AMIR 2.0. In addition, a myriad of start-up administrative activities were commenced and completed during the first quarter, including but not limited to, the hiring and fielding of new long-term employees and short-term consultants, preliminary negotiations of subcontracts, establishment of standard operating procedures, creation of files and new accounting systems, and the development of the grants manual. These are described in more detail below.

B. Tasks and Milestones Completed during the Reporting Period

Implementation of the start-up plan has begun January 8, 2002. The following long-term administrative and support staff were mobilized for AMIR 2.0 during the quarter:

- 104.1 Stephen Wade, Chief of Party
- 104.1 Andrew Griminger, Program Administrator
- 104.1 Rebecca Sherwood, Deputy Program Administrator & Grants Manager
- 104.1 Nicole Price, Financial Manager
- 104.1 Sameera Qadoura, International Education & Training Manager
- 104.2 Bara' Zeidan, IT Department Manager
- 104.2 Ayman Nimer, IT Assistant
- 104.2 Basheer Abu Al-Asal, IT Assistant
- 104.2 Ramzi Al-Shishan, IT Assistant
- 104.3 Ruba Hatter, Assistant Project Administrator
- 104.3 Wafa Qassis, Program Assistant
- 104.3 Fred Nustas, Operations and Property Manager
- 104.3 Rula Abdel Hamid, Public Relations Specialist
- 104.3 Rawan Tell, Events and Training Assistant
- 104.3 Tulin Bakeer, Events and Training Assistant
- 104.3 George Abedrabbo, Document Manager
- 104.4 Osama Abdel Razik, Chief Accountant
- 104.4 Luma Oweis, Accountant
- 104.4 Rania Hijazi, Accounting Assistant
- 104.5 Tanna Price, Special Projects Manager
- 104.5 Stacey Revell, Special Projects Manager
- 104.5 Oraib Toukan, Special Projects Coordinator

Other long-term staff specifically tied to components are listed in their various components.

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A number of short term consultancies have been utilized to bring Chemonics' experience with start-up to bear on this enormous task:

- The Field Office Accounting Manager, Ousmane N'Diaye, came to the field office for a period of two weeks to train the Chief Accountant, Osama Abdel Razik, and the Accountant, Luma Oweis, from February from 4th to 14th.
- Dan Brown, the Home Office Project Manager, came to the field office for a period of three weeks to meet with USAID to have a detailed discussion about the AMIR 2.0 contract and draft the subcontracts from February 11th to 28th. He also administered a training on source, origin, and nationality with the staff members working with procurement.
- Martha Mummey, the Home Office Assistant Project Administrator, was in the field office from February 11th to 21st to create the Field Office Policy Manual and ensure its compliance with USAID regulations and Chemonics' personnel policies. She also worked with the local banks, CitiBank and Grindleys, to set up our corporate accounts for both the project expenses and grants.
- Mark Buckingham, the Home Office Project Administrator, worked in the field office from February 27th to March 14th to devise a formal process for IT and non-IT procurements and to administer an in-house training to all staff. Mark also developed the Emergency Action and Evacuation Plan.
- Ken Donaldson, a short-term human resources specialist, worked for ten days in February and March, performing a salary survey of comparable organizations, evaluating job descriptions, and training all staff on the performance evaluations.

Planning activities were undertaken by all components. These activities included significant input from counterpart organizations and from USAID. These activities resulted in the production and delivery to USAID of the first annual work plan on March 11, 2002.

The new grants manual, designed to take into account the larger more complex nature of AMIR 2.0 and streamlined with lessons learned from AMIR 1.0 was completed and delivered to USAID on March 11, 2002.

The scoping for the upgrading of the AMIR 1.0 MM&E system was completed during the quarter. That system was designed on a data model and engine geared for the original \$13.4 million project, and needs upgrading to a more robust platform consistent with the larger, more complex demands of AMIR 2.0. In the interim, a new, temporary budget monitoring system was created to monitor the past and future expenditures of this project, pending the upgrading of the AMIR MM&E system. The Financial Manager, Nicole Price, oversees and manages the system that balances the demands with the resources.

Short term public awareness specialist Barbara Zadina worked with each of the team leaders and with counterparts to create a cross-cutting communications strategy with work plan items for each component. The communications team has hired Diane Scott, a short-term Marketing Communications specialist living in Jordan, to assist in jump-starting implementation of major public awareness campaigns for the MEI and BMI components.

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An interim AMIR 2.0 website was launched, which includes an overview of the program's expanded initiatives, an updated contact list, and all project deliverables through March 2002. The old AMIR website remains accessible through the interim site.

Richard Lindsey Wellons, a monitoring and evaluation specialist, designed and developed the performance indicators and benchmarks for AMIR 2.0. He reviewed the Results Framework stated in the Chemonics proposal and set verifiable baselines for each indicator. He developed a performance monitoring and impact assessment system. Additionally, he prepared the results indicators as required per the AMIR contract.

The specific training activities undertaken during the quarter are elaborated on in subsequent sections describing the activities of each component. However, the following aggregate training statistics were generated during the first quarter:

Total Number of Events per Component					
January - March, 2002					
Component	BMI	PSPI	MEI	ICTI	TOTAL
	8	42	2	2	54

C. Tasks Scheduled for Completion during the Next Period

The start-up of AMIR 2.0 has relied heavily on lessons learned from AMIR 1. The relationships with the vendors, banks, subcontractors, and counterparts have been clearly defined to allow for open communication and coordination.

The negotiations of subcontracts is an involved process which requires establishing symmetry between the contract with USAID, the teaming agreement and proposal with each subcontractor and any changes that have occurred in the work-planning phase. This is an enormous process requiring input at all levels before requesting Contracting Officer approval. The action to be taken is upon concurrence with all subcontractors on the final draft of the subcontract, a copy with a request for approval will be sent to the CO.

The IT Department has begun an initial assessment of the needs for the AMIR Program to continue at optimal performance levels. The final assessment will be submitted to USAID for review and consent by the end of the next quarter.

Upon concurrence with the Emergency Action and Evacuation Plan (EAP) by the Regional Security Officer, in late-April, Rebecca Sherwood will hold a training of all staff in the procedures in the event of an emergency.

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Early in the next quarter, an RFP will be issued to create an updated logo and branding for AMIR 2.0, including design for a permanent AMIR Program website with new interactive features to support each component. A new AMIR brochure will also be created.

A media briefing for journalists on new initiatives and goals of AMIR 2.0 was postponed until the second quarter.

Next quarter we will hire short-term publications and events specialist (to fill in for Rola Abdelhamid while she is on maternity leave), and a long-term senior writer/translator/media relations specialist.

D. Problems Encountered and Remedial Action Proposed

No administrative problems have been encountered during this first quarter and, therefore, no remedial action is proposed.

F. Training Activities:

Please consult Training Activities Annex

G. Public Awareness/Communications:

Please consult Communications Activities Annex.

Business Management Initiative

A. Key Accomplishments

During the reporting period, the Business Management Initiative (BMI) launched a brisk, challenging agenda with its counterparts. In pursuit of a topnotch business school in Jordan, an assessment of the country's higher education institutions was completed, a preliminary business school model was designed, and a short list of potential U.S. partner universities was established. Jordan's tourism sector and the key tourism promotion institutions were reviewed. Support was continued to the TIJARA planning process, including initial efforts to forge an FTA sector focus on pharmaceuticals. Assistance was commenced to help YEA develop its Fostering Digital Inclusion workshop as part of the World Bank's Fourth Mediterranean Development Forum and to develop Jordan's content for the Arab Forum of Young Entrepreneur's website, www.afyenet.net.

The organizational development needs of twelve business associations were identified and design of tailored capacity building programs for each was commenced. Strategic and work-planning workshops were held for thirteen business associations, and were followed by tailored technical assistance. A major Management Training Workshop was held for BA board members as well as staff other than executive directors.

When AMIR came to Jordan early 1998, I had a plan (don't want to call this a strategic plan) for the coming three months. Now, int@j operates on a five-year strategic plan. I believe this fact alone says it all in terms of feedback about the quality of the capacity building services the AMIR Program has been providing us with. This particular workshop (Strategic and Work Planning) was of great value as it provided the participants with hands-on experience and lots of technical details. As a result, our current strategic plan has been upgraded from version 2 to version 2.1.

Ra'ed Bilbessi, Executive Director, Int@j

Intensive technical assistance was provided to JABA in governance and strategic planning and to the Business and Professional Women Association-Amman in redirecting its efforts to become a vibrant and sustainable association focused on women in business.

B. Milestones and Tasks Completed During the Reporting Period

204 Staffing. The following long-term staff were mobilized during the reporting period:

- Ibrahim Osta, Business Management Initiative Component Leader.
- Evon Warwar, BMI Administrative Assistant.
- Stacey Revell, will be working full-time for the BMI Component as a Business Management Specialist, on April 1st, 2002.

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222.1 Develop Business Plan for Selected Business School. The process of establishing a quality higher education program focused on degree and non-degree management education, began in January. The outcome of this particular consultancy was the development of a comprehensive, time-bound work plan leading to the competitive selection of a Jordanian partner institution for the development and implementation of a sustainable graduate business school in Jordan.

221.2 Survey potential partners in U.S.. The Business School Development process continued in March with the development of a short list of business schools, who are interested and qualified to be considered as potential partners to a new graduate school in Jordan.

221.3 Select Jordanian Partner. This consultancy involved the development of a Request for Application, along with evaluation criteria, for the selection of a local partner institution wishing to develop quality graduate management education.

231.3 Conduct Association Diagnostic. Following the development of a comprehensive qualitative and quantitative Association Diagnostic and a Diagnostic Scoring Guide, the organization structure, program services and financial sustainability of the following twelve business associations have been assessed: Jordan American Business Association (JABA), Jordan Exporters Association (JEA), Amman World Trade Center (AWTC), Young Entrepreneurs Association (YEA), Jordan Society for Intellectual Property (JIPA), Jordan Pharmaceutical Association (JAPM); Jordan Hotel Association (JHA); Jordan Society of Travel Agents (JSTA); Information Technology Association of Jordan (Int@j); and Business & Professional Women's Association – Amman (BPWA); Business and Professional Women's Association – Aqaba (ABPWA), and the National Federation of Business and Professional Women (NFBPW).

232.2 Update BA's Strategic and Work Plans. Four CIPE consultants prepared and executed an intense workshop for Executive Directors and Chairmen of Business Associations on Strategic and Work Planning. 20 participants representing 13 associations (Int@j, JABA, JEA, AWTC, YEA, JAPM, JSTA, JHA, BPWA-Amman, BPWA-Aqaba, BPWA-Irbid, NFBPW and JIPA) attended the first two-days of the workshop, which provided the theory of strategic and work planning and provided a model for association planning process.

Immediately following the aforementioned workshop, was an intensive two-day practical strategic, work planning, monitoring and evaluation workshop, also delivered by CIPE. This function focused on operationalizing strategic plans, development of detailed work plans and utilization of computerized technology in planning and monitoring. The workshop was attended by 13 participants representing 8 associations (AWTC, BPWA-



Dead Sea workshop of Business Association
Management Training

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Amman, NFBPW, JEA, JABA, JAPM, Int@j, and YEA).

232.3 Governance and Strategic Planning - JABA: CIPE Consultant Larry Milner provided technical assistance to JABA in the area of organization governance and worked with the prospective and outgoing board members in drafting new bylaws for the organization with a staggered-term board of directors. Additionally, Mr. Milner provided extensive technical assistance to JABA in strategic planning and governance. AMIR assistance was designed to solidify JABA's strategic progress and future direction during the critical period of board turnover due to the scheduled April elections.

- AMIR conducted an intensive one-day strategic planning workshop for JABA focused on board of directors' role in the development of the organization's strategic plan.
- AMIR conducted an intensive one-day governance workshop for JABA focused on best practices of boardsmanship, proper roles for board of directors, succession systems and board nominations and elections.

232.3 Governance and Strategic Planning – BPWA: AMIR Program explained that it will provide assistance in a variety of forms to associations that demonstrate the willingness to develop into operationally and financially sustainable associations. Concerning BPWA, AMIR explained that only if the BPWA drops its charitable and sociable orientation, and that the organization focuses on business and professional women already in business, will AMIR support be extended. The BPWA has decided to undergo a renewal process in order to become a self-sustainable business association focused on increasing the participation of women in the Jordanian economy. CIPE consultant, Lee Weimer, initiated this process through the provision of extensive technical assistance in strategic planning, development of programs of work, membership development systems and revised dues structure

- Lee Weimer conducted an intensive one-day strategic planning workshop for BPWA-Amman on developing a new course for the organization based on sustainability. The focus was exclusively on business matters, to serve women already in business. The workshop was attended by 18 participants; 4 board members, 12 members and 2 potential members.

233.1 Conduct Association Management Training Workshops in Jordan. To build depth within associations, AMIR has also focused on upgrading skills of board members as well as staff other than executive directors. In AMIR 1.0, CIPE conducted a workshop on Business Association Management Training. It met with such success that it was decided to organize an identical workshop for any new executive directors that were not present at the last workshop or other key



Group photo of Dead Sea a workshop on Business Associations Management Training

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association personnel. The program was comprised of eight separate modules, in which a general overview of the primary functions of an association were presented and discussed. Through a wide range of training programs, the participants enhanced their managerial capabilities and obtained useful information and techniques that they will be able to apply in their associations.

235.2 Develop Outreach Capacity. AMIR is providing technical and financial support to the YEA's Fostering Digital Inclusion workshop to be held with the Mediterranean Development Forum scheduled for April 7 – 10, 2002. Two consultants were contracted to coordinate all logistical preparations and follow-up for YEA, speakers and participants.

AMIR contracted CNS to develop the Jordanian content of the Arab Forum of Young Entrepreneur's website, the web address of which is: www.afyenet.net.

252.1 Update Vision 2020 Document & Align it with ECC Agenda. The AMIR training department provided logistical support to the YEA in running the joint JV2020-MOP event, in which the results of the 3rd Global Competitiveness Report were presented. During this event, H.E. Awadallah emphasized the convergence of the government's socio-economic transformation plan with JV2020. He stated that many of the recommendations included in the JV2020 have been adopted by the Economic Consultative Council during the Dead Sea Retreat.

261.1 Assess JTB's Institutional Framework, Management Capacity & Operations. Tourism consultant, Sandra Chesrown, completed a broad assessment of the status of the tourism sector in Jordan. A report was developed illustrating recommendations for AMIR Program to pursue or factor in its work developing the tourism sector. It also included a capacity-building plan for the Jordan Tourism Board, in addition to a one-year, time-bound work plan.

During Sandra Chesrown's consultancy, a one-day event was held for the purpose of assessing JTB and JSTA's institutional framework, management capacity and operations. A total of 13 representatives from JTB and JSTA attended this event.

261.4 Strengthen JTB Institutional Framework. Tourism consultant, Theodore Zacharatos developed a comprehensive approach for the development of the tourism sector, with a special focus on the roles of the Jordan Hotel Association, the Jordan Society for Travel Agents in support the Jordan Tourism Board. The development of strategic and business plans is underway, along with an industry specific capacity building plan for the Jordan Hotel Association and the Jordan Society of Travel Agents to effectively enhance and promote the tourism sector in general and their respective memberships in particular. As part of the consultancy, two fact-finding workshops were held with the members of JHA and JSTA.

- AMIR held a workshop cosponsored by JTB and JSTA for 9 Jordanian tour operators in which they were trained in international best practices of tourism promotion. Specific emphasis was placed on developing strategies to develop

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focused marketing campaigns and seek niche markets by offering diversified products. Creative strategies to counter negative implications of regional unrest and the aftermath of September 11 have been discussed.

- AMIR also conducted a workshop cosponsored by JTB and JHA and attended by 8 owners and managers of 3-5 star hotels. The event focused on developing competitively-priced packages designed to shore up off-season occupancy rates and to attract tourism traffic to Jordan by developing markets in spite of regional instability and the September 11 aftermath.

265.2.1 Tijara Print Ad Campaign. To propel TIJARA into fast implementation, AMIR has been providing technical support to the TIJARA Public Relations Committee. Facilitated by Barbara Zadina, organizations are working on identifying key messages that will comprise the public relations strategy aimed at three distinct target groups: Jordanians, Americans and other countries.

265.3 Support Implementation of Tijara. A Pharmaceutical Industry Expert, has been contracted to develop a comprehensive sector strategy for Jordan's pharmaceuticals industry, along with a time-bound work plan for the development of the pharmaceutical industry in Jordan; in addition to a global marketing plan based on the sector strategy.

265.3.2 TIJARA Strategy National Action Plan. To support the implementation of TIJARA, AMIR has worked with the National Coordinating Committee of the Free trade Agreement and its various subcommittees in finalizing a national action plan.

Organizational development and trade promotion expert Larry Milner was contracted to work on refining operational approach of the TIJARA Coordinating Committee. AMIR proposed Mr. Milner's recommendations during the March 13th FTA Committee meeting and emphasized the role of the committee as a coordinating as opposed to a governing body. AMIR also explained that future AMIR support to FTA-related matters will be directly implemented with individual associations or a coalition of associations as opposed to committee structures.

C. Tasks Scheduled for Completion during the Next Quarter

211.1 Training Needs Assessment. A qualitative and quantitative TNA of Executives for Management Training will be conducted.

211.2 Build Partner's Capacity Implement Management Training. A workshop on Business Management Training Development will be conducted, which will include the topics of training program design, management, and promotion.

215 Small & Micro-enterprise Training via Business Associations. The BMI component will support MEI in dissemination of training throughout Jordan via associations.

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221.3 Select Jordanian Partner. The following activities, taking place throughout the next quarter, will lead to the selection of a Jordanian partner; developing and issuing a Request for Application in Jordan, advertising the Business School Development Program, holding an event to promote the business school development program for potential partners, receiving & evaluating proposals, and finally selecting a Jordanian partner.

232.1 Develop Customized Organizational Development Plans. Based on the results of the diagnostic assessments conducted on the business associations in the first quarter, a consultant will develop customized organization development plans for these associations.

233.1 Conduct Association Management Training Workshops in Jordan. A number of customized workshops will be held in the second quarter to teach valuable skills to the executive directors/board members/staff of business associations in order to build their organizational capacity.

233.2 Enroll BA Executives in Web-based Management Training.

236 Expand Women's Participation in Associations. The BMI component will support the business associations to develop business women-focused association programs.

252.1 Update Vision 2020 Document & Align it with ECC Agenda. Research will be performed on the REACH strategy and a workshop will be held to update the Vision 2020 document.

252.2 Secure ECC Adoption of Vision 2020. An event will be organized to launch the ECC-Vision 2020 Strategy.

255 National awareness campaign promoting Vision 2020 Strategies. An awareness campaign will be launched in the second quarter, which will incorporate information kits, posters, and various forms of advertisements.

261.3 Mobilize Support from Stakeholders & Expand Partnerships. A number of events will be held with the purpose of establishing partnerships with higher education institutions, medical & wellness institutions, travel agents & tour operators; and hotels.

261.4 Strengthen JTB Institutional Framework. We will work further with JSTA & JHA to solidify their Business Plan, and develop their capacity to promote tourism. Additionally, an assessment will be performed on the Ammon Hospitality College.

262.1 Develop JTB Business Plan. The process of developing the Jordan Tourism Board's Business Plan will begin in the second quarter.

262.2 Develop National Tourism Strategy. Seven national strategy meetings are planned for the next quarter, which will be facilitated by one consultant.

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262.2.1 Develop National Tourism Strategy - Educational Tourism. This development will begin late in the second quarter.

262.2.4 Develop National Tourism Strategy - Eco Tourism. Formalize JTB's relationship with RSCN for eco tourism promotion.

263.1 Develop JTB Management Capacity. A strategic planning workshop will be conducted for the staff of the Jordan Tourism Board.

264.6 Study Successful Tourism Promotion Models. A consultant will be sent to Malaysia to study its tourism promotion experience and will organize a forum in Jordan to present his/her findings and recommendations.

265.1 Study Successful Free Trade Agreements with US. A study will be performed on the lessons learned from US-Mexico Free Trade Agreement, and the US-Canada Free Trade Agreement, and compared/applied to the situation in Jordan.

265.3.1 Develop Pharmaceuticals Industry. Work will commence in the second quarter to build the capacity of the FTA Unit.

272.2 Conduct Grants Management Training to Grant Recipients.

D. Problems Encountered and Remedial Action Proposed

The following difficulties were encountered in the first quarter:

- Counter proposals to the current functioning of the national FTA Coordinating Committee were made. A JEA proposal to restructure the Committee was later dropped. However, by the close of this quarter JEA and JABA remain at odds as to how the FTA unit will be managed. AMIR will continue to provide expert advice and technical assistance to ensure that the FTA Unit is properly functioning.
- Conflict exists between the National Federation of Business and Professional Women (NFBPW) and the Business and Professional Women's Association - Amman (BPWA), which has created a hindrance in their ability to work together towards a common goal. Instead of being a cooperative entity, they are in competition with one another and have expressed lack of interest in working together. Although the role of the NFBPW is to represent all of the business and professional women associations, they have only been representing the associations in Aqaba, Irbid and Zarqa, making it unrealistic that the federation developing prospects for sustainability or to act as a true representative of women's business organizations in Jordan. Larry Milner explained to the NFBPW that BPWA-Amman should be equally involved in NFBPW affairs. While Larry Milner was supposed to perform a diagnostic assessment of the NFBPW, he was forced to cancel the diagnostic assessment due to the NFBPW's apparent lack of willingness to coordinate with the BPWA-Amman, expressing that the assessment would not be performed until their differences are resolved. Larry Milner will meet with President

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- of the NFBPW in attempt to offer ideas to reconcile differences between the two associations.
- Another association scheduled to undergo the diagnostic assessment was the Business & Professional Women-Zarqa. AMIR attempted to reach the association and its chairperson for around 2 months without success. NFBPW provided contact information to BPWA-Zarqa, which did not materialize. To date, leadership of the association cannot be located.
 - A request made by the Jordan Hotel Association and echoed by several members of BPWA to develop association training manuals in Arabic. AMIR plans to translate the business association training materials and develop manuals in Arabic.
 - JTB is severely understaffed or improperly staffed according to its leadership. This has been manifested in slow response to AMIR requests for meetings and other requirements for leadership time. As this poses a significant challenge to the prospects of successfully developing a national tourism strategy of true comprehensive stakeholder participation, AMIR plans to provide JTB with technical assistance for a period of 5-7 months by having a BMI short-term consultant work with JTB on development of the tourism strategy.

E. Training Activities

Please consult Training Activities Annex.

F. Public Awareness/Communications

Please consult Communications Activities Annex.

G. Results Linked to Indicators

Due to program mobilization, indicators have been defined but there are no results to report during the first quarter of 2002.

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Microenterprise Initiative

A. Key Accomplishments

During this period the MEI undertook a major program of support for the Ministry of Planning. An MOU was signed between the AMIR Program and the MOP offering support for the establishment of a "mini-USAID" under the MOP's "Enhanced Productivity Program" or EPP, an ambitious \$40m internal development project. The AMIR Program's Project Administrator took a second hat as Special Advisor to the MOP, and the MEI component began coordinating their initiatives in business development services and new loan products with the EPP's long range goals.

Additionally, seven participants from Egypt (MicroStart) attended a short course of the Sustainable Microfinance Program at Institute of Banking Studies (IBS) which included field visits to Microfund for Woman, Ahli Microfinancing Company and Jordan Micro Credit Company.



Signing of the MOU between the AMIR Program and the MOP

B. Tasks and Milestones Completed during the Reporting Period

304 Staffing. The following long-term staff were mobilized during the reporting period

- Terri Kristalsky, MEI component leader.
- Jamil Wheidi, Microfinance specialist.
- Muna Dahdeleh, MEI administrative assistant
- Andy Griminger, Special Advisor to the Ministry of Planning as of February 1, 2002 .
- Suhair Khatib rolled out of her part time work at BMI to become a full time MEI component Business Management Specialist, as of March 6th, 2002.

310.1.1 Board Governance Manual. A Scope of Work for Consultant Jeremy Condor has been drafted and signed. Mr. Condor will arrive April 2nd to evaluate the current MFI governance practices, and collect international best practice data in order to develop a microfinance board governance manual that is first, generic in form and then tailored it to each MFI specifically, Microfund for Women, Ahli Microfinancing Company, and Jordan Micro Credit company.

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310.3.1 MIS System Support, AMIR 1 follow-on. A contract was signed by AMIR Program and sent to TAGI for signature to oversee the installation and testing of a common MIS system for the AMIR Program/USAID MFIs.

315.1 MFI New Product Development, MFI Product Market Needs Assessment. SOW's for the consultant and subcontractor CDG were finalized and executed. The initial field research phase for the MFI New Product Assessment (300 surveys) has been completed and a Phase I preliminary report on New Products Development has been submitted by Anita Campion/AMIR Program consultant.

A SOW for the assessment and development of a small business loan product (JD 15,000-25,000) has been written and signed.

316.2.5 Restructuring of MFI Supply Side. SOW has been drafted and the consultant, Mr. Graham Perrett will arrive May 6th to draft a plan to determine the appropriateness of all products offered in the sustainable microfinance and quasi-government micro-credit providers and recommend the future focus of each institution.

317.1 Lebanon Study Tour. A study tour to the MFI "Al Majmoua" in Lebanon has been designed and sixteen participants were competitively selected to attend the event May 13-17, 2002. Al Majmoua runs a well-respected program and faces some of the challenges our MFIs face, such as sparse populations and limited markets.

317.5 ABA Study Tour. Sixteen participants were selected on a competitive basis to attend a study tour at the Alexandria Business Association in Egypt April 7-11, 2002. In the past, the ABA study tours have been very well received in and they continue to be seen as one of the premier MFIs in the Arab world. This ABA also offers non-financial services to its clients and provides larger size loans.

317.6 MFI Microfinance Study Tour. The group of seven participants competitively selected to attend the Business Planning and Financial Modeling for Microfinance Institutions workshop consists of individuals whose job responsibilities include taking part in the development of their institution's business plan. The workshop provides an excellent opportunity for managers and senior management staff to attend a training session by authors of the CGAP Handbook on Business Planning and Financial Modeling with a special emphasis on the MicroFin Model, which our MFIs use to create their business plans.

332.2 Entrepreneur Roadmap. Phase I is completed including the development of a roadmap outline, an assessment of business registration and licensing procedures and business formalization process.

334.1 BDS Providers/Facilitators Survey. Identification of 45 BDS providers/facilitators for MSEs in Jordan is completed. Basic information (contact information, services offered, target clients, outreach, and charged fees) has been collected and is categorized according to type (NGOs, Associations, Donor programs, Government, Private sector, UN projects and Academic and technical). A preliminary survey (questionnaire) was designed in preparation

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for field survey. This survey was sent out to four BDS providers as a pilot test. A number of site visits to providers were conducted including two associations (ACI and IMC).

334.2 BDS Assistance Program. Led by consultant Bill Kedrock, an AMIR MEI BDS strategic workplan workshop was held on March 12. The objective of the workshop was to define and prioritize specific BDS interventions to pursue. Additionally, Kedrock developed SOWs for the BDS Assistance program to ensure that it satisfies MEI's overall objectives. SOWs for the BDS Providers/Facilitators, the MSE Surveys were completed among others.

334.7 Incubators. The SOW of idea incubator was drafted under 334.2. The idea incubator is a means of moving the best and brightest ideas through progressive stages to start-up in a supportive but competitive manner.

365.1 AMIR Program Support Package. The Special Advisor to the MOP was assigned as of 1 February 2002 to begin work. The Advisor is the AMIR Program Project Administrator and is spending 50% of his time at the Ministry. The initial staffing plan was drafted and approved by the Minister, and job descriptions developed for all positions. These positions were advertised and interviews conducted. Three of seven positions were filled during this period by the Ministry, including one position, which will be AMIR-funded.

365.3 EPP Infrastructure. The new offices of the EPP in the MOP were prepared for staffing with paint, cleaning, furniture and an initial set of IT equipment, including four computers, a printer, copier and fax machine.

365.4.1 Village Cluster Grant Award. The \$7million Village Clusters RFA was designed with the help of USAID and issued in early March. The Bidder's Conference held March 9th attracted 52 attendees representing seven international NGOs and 12 local NGOs. Grant award is anticipated for 1 April.

365.5.1 Enterprise Development Center Contract. The \$3 million Enterprise Development Centers' RFP was developed and issued on March 16th. A Bidder's Conference was held on March 24th, with selection of a contractor anticipated for April first.

365.5.2 Contract Implementation. A Task Order was signed with IBLA to develop a contracting template for the EPP that incorporates USAID best practices and MOP procedures under Jordanian law. This template may be used in the future for other Ministries tendering along similar lines.

365.5.3 Community Infrastructure Program. The \$14 million Community Infrastructure Program is in the initial design stage. An AMIR Program consultant, Lissette Massink was contracted to develop the multi-track program with the Special Advisor.

365.7 Center of Excellence. Initial meetings with AMIR Program CoE experts have been held, and introductory meetings with the MOP Secretary General and the Finance Director, who has been delegated the authority for administrative reform issues.

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C. Tasks Scheduled for Completion During the Next Period

310.1.1 Board Governance Manual. Jeremy Condor will arrive April 2nd to collect data for the MFI board governance manual. A workshop delivering the manual will take place June 6, 2002.

310.3 MIS System Support, AMIR 1 follow-on. It is expected that Delta, the local system developer, will complete installation and testing early next period.

315.1 MFI Product Market Needs Assessment. The SOW for the final phase is finalized and the consultant, Anita Campion will arrive April 1 to finalize the survey assessment and oversee focus groups. Complete results will be finalized in May.

Former Banco ADEMI president Pedro Jimenez has been contracted to assess the viability of developing a small business loan product (USD 15,000 – 25,000) for CHF and AMC. He will arrive April 9, 2002.

316.2.5 Restructuring of MFI Supply Side. Graham Perett will arrive May 6, 2002 and report will be completed within the quarter.

317.1 Lebanon Study Tour. The sixteen participants will attend the Study Tour May 13-17, 2001.

317.2 New Hampshire Tour. Eight participants selected on a competitive basis will be sent to the Microenterprise Development Institute at the School of Community Economic Development at Southern New Hampshire University June 9-28, 2002.

317.5 ABA Study Tour. The sixteen participants will attend the Study Tour April 7-11, 2002.

317.6 MFI Microfinance Study Tour. The seven participants will attend this workshop April 8-12, 2002.

331.1 MSME Business Council. Assess the viability of sustainable MSE Association or Council in cooperation with the BMI component.

332.1 Develop MSME Advisory Group. Form the Advisory Group and hold the first Planning Meeting in June. The Advisory Group will be comprised of representatives from USAID, AMIR, Ministry of Planning, Ministry of Industry & Trade and IBLA.

332.2 Entrepreneur Roadmap. Phase II will be completed. The objective of phase II is twofold: 1) To test the validity of the microentrepreneur roadmap outline developed in Phase I of the roadmap, (focus groups will be used to document the experiences of microentrepreneurs who have entered the formal sector and determine any significant discrepancies in the process as it is outlined), and 2) Draft microentrepreneur roadmap.

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331.1 Business Opportunities and Linkages Program and Database. Assess the viability and proposed structure of linkages database and Entrepreneur database link (B:B services)

331.2 Backward Linkages Project. Together with the PSPI and BMI components, assess the backward linkages project in Zarqa. Assessments will include an analysis of the performance to date and detailed activities going forward.

334.1 BDS Providers/Facilitators Survey. The BDS Providers/Facilitators and a MSE Survey will be conducted.

334.4 Association Assessment. Work with the BMI component associations to determine, if any BDS services are made available to members and determine links.

334.5 Gender and Outreach Assessments. Pilot activities and SOW development.

334.6 Voucher Supported Training Schemes. Explore viability of and design voucher training schemes.

334.7 Incubators. Determine whether there is an interest in establishing an idea incubator in at least one university and preferably up to three, one in Amman, one in the north and one in the south. Depending on the outcome of the first part, the second part of this engagement will be to design the idea incubator, its operating procedures, and solicit interest from possible panelists who ultimately select the entrepreneurs who participate in the program.

365.2 Ministry of Planning Training. The remaining EPP positions will be filled and training will begin.

365.3 EPP Infrastructure. The EPP will move to new offices in a vacated Ministerial building next to the MOP. Office make-ready will be carried out by the AMIR Program, and the remaining IT needs will be addressed.

365.4.1 Village Clusters Grant Award. The Village Clusters program will be awarded and work begun.

365.4.2 Initial 3 Cluster Identification. The MEI will assist with the selection of the first three VC sites. The CIP will be tendered and awarded.

365.5.1 Enterprise Development Center Contract. The EDC contract will be awarded. The MEI will provide technical assistance to develop business services and backward linkages via the initial EDCs.

365.5.2 Contract Implementation. The contracting templates for the EPP will be finalized and then modified for use by other AMIR-supported Ministries. In addition, IBLA will conduct training for the EPP Contracting Officer and the implementing contractors under the CIP and VC projects.

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365.7 Center of Excellence. The AMIR Program will conduct a retreat with MOP senior staff to begin planning for the CoE. AMIR Program technical assistance will begin with initial IT Needs Assessments, Human Resource Assessments and Financial Systems Assessments.

D. Problems Encountered and Remedial Action Proposed:

Within the Center of Excellence Ministry of Planning support program, the staffing procedures have taken longer than anticipated, resulting in a heavier workload for the Advisor and less focus on capacity building in this early stage of the program. As staff begin to come on board, the Advisor will be able to shift focus to the longer term capacity building and CoE activities called for under the MOU.

The dramatically accelerated project design and tendering process at the MOP did not allow for sufficient time for consideration of best practices in either the VC or EDC designs, nor did it allow the bidders sufficient time for development of comprehensive and thorough bids. The MOP was advised of this repeatedly by the Advisor, by the AMIR Program and by USAID, but determined to proceed due to MOP priorities.

E. Training Activities

Please consult Training Activities Annex.

F. Public Awareness/Communications

Please consult Communications Activities Annex.

G. Results Linked to Indicators

Please consult Results Indicators Annex.

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Information & Communication Technology Initiative

A. Key Accomplishments

The Information & Communication Technology initiative was launched with initial planning activities in January. A formal e-government planning session was conducted in early February and involved MOICT, subcontractors EDS and DevIS and key component personnel. E-government diagnostic work commenced in March in the following areas:

- Project Management Office scoping and establishment
- Systems integration and government secure network design
- Change management design
- Web applications definition
- Email structure design

Members of the AMIR Program's MoICT E-government team also attended an eye-opening E-government workshop sponsored by the Government of Singapore.

Industry outreach efforts were collaborated with Int@j to plan REACH 3.0 activities and prepare scopes of work to support national ICT initiatives. Continued collaboration with CIDA has resulted in a Needs Assessment for the Connecting Jordanians Initiative (CJI) including construction of a Computer Refurbishment Center at the Royal Scientific Society.

A major highlight during the period was the publishing in the Official Gazette on February 18, of the new Telecom Law that policy and legal experts provided by the AMIR Program were instrumental in drafting. The new law, which became effective in March, creates the new MoICT, makes significant strides in strengthening the Telecommunications Regulatory Commission and modernizes several key policies. Also significant, the MoICT and TRC prevailed in court against the telecom monopoly, JTC, on key regulatory issues.



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B. ICTI Component Staff/Mobilization

The following Long Term personnel have been mobilized to meet ICTI workplan needs:

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- Reginald Miller, ICTI Component Leader
- Sherry Youssef, Market Linkages Specialist
- Roger Guichard, Telecommunications Policy Advisor
- Abed Shamlawi, IT/Networking Specialist
- Mahmoud Khasawneh, MOICT Chief Information Officer
- Emile Cubeisy, MOICT Advisor in Corporate Communications
- Deema Anani MOICT Advisor, in Policy and Strategy
- Dalia Al-Sayegh Administrative Assistant
- Rula Barghouty, MOICT Technology Specialist

Note: Identification of an Administrative Assistant (AA) is ongoing, and Oraib Toukan will be mobilized from her General Admin role as Special Projects Coordinator to a systems analyst position within ICTI.

Tasks and Milestones and Completed During the Reporting Period

411.4.2 E-Government Scope and Resource Planning. In an effort to clearly define and finalize the ICTI Component's E-Government workplan, AMIR conducted 3-day workshops in February with MoICT, EDS and DevIS. These consisted of extensive discussion of the critical e-Gov objectives as well as the drafting of the ICTI e-Gov Workplan Strategy. In addition to the final draft of the e-Gov Workplan Strategy, subcontractors were finalized. The AMIR e-Gov workplan was presented and approved by MoICT and USAID as of end of the first quarter '02. AMIR has also fielded two DevIS and five EDS consultants to meet the MoICT's request for March 1 launch/mobilization.

412.1 Connecting Jordanians Strategy. The return visit in early March of Mr. Doug Hull and his team from CANARIE (funded by CIDA) was very productive. Their task was to examine closely the announced policy of the MoICT to connect all of the nations' public schools and universities with broadband by the end of 2004. After visits with a wide range of stakeholders, including ministries, operators, infrastructure providers, schools, and other institutions, the preliminary conclusion was that achievement of the goal was possible. Very preliminary financial projections suggested that it would cost some JD 40 million. Next steps include testing this projection with a focused study of a representative sample of schools, solicitation of terms under which Jordan Telecom and/or others might be interested in participating in the effort, and exploring the legal and regulatory implications of a country-wide, private telecommunications network devoted to education.

These implications are important, particularly in the potential impact such a network would have on the liberalized environment in 2005. If Jordan Telecom were to be involved on an exclusive basis in building the network the Company might be in an unassailable position with regard to competition in the fixed line. This would not be in keeping with the MoICT's stated policy that it would take whatever steps were necessary to ensure a competitive environment at the end of the JTC exclusivity period. On the other hand, if the network were opened to all competitors beginning on January 1, 2005, it could significantly advance that goal. The range of possibilities between these two extremes will be examined by CANARIE and a recommendation made to Government.

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413.1 ICTI Component Communications Strategy. The MoICT has employed the services of an information technology public relations entity, "Spot On Public Relations," for the development of a communications strategy. The firm is currently in the research stage, expected to last three months, focusing both on international communications strategies (a study of four country approaches) as well as detailed stakeholder interviews in Jordan. This activity will be supported by a messaging workshop scheduled for April 9, 2002, spokespersons training workshops, and the development of a communication strategy for the ICT sector. The strategy will look both at local awareness as well as attraction of international investment.

Also, as part of efforts to promote the ICT industry, the AMIR communications team participated in a planning and message brainstorming session with SpotOn PR, a regional PR firm hired by the MoICT. SpotOn is now creating a communications strategy with key messages and a schedule of activities to promote FDI in ICT in Jordan. AMIR will incorporate their findings into the ICTI component communications initiatives to promote the ICT sector.

413.2 Connecting Jordanians Public Awareness Campaign. The Connecting Jordanians initiative is a national strategy with the objective of enabling broadband access for Jordanian citizens empowering them to participate and contribute to the knowledge economy. Its concept is a national broadband network dedicated to the provision and access to Jordanian citizens, developed within a model that is cost-effective, practical, timely and efficient.

Initial focus of the "Connecting Jordanians" agenda is to connect the nation's 3000 schools, eight public universities, 20 public colleges, and community access centers to a high speed broadband network for ignition no later than January 1, 2005. Current stakeholders are the Ministry of Post and Communications and Ministry of Education. Stakeholders will later include the Ministry of Higher Education, donor agencies, and the private sector.

Following the recent visit of Doug Hull, a consultant sponsored from CIDA, and a support team from CANARIE, a preliminary plan of action has been defined. Communications in this quarter will be used to brief on the preliminary plan of action communications, with focus on branding the initiative, as well as preparing basic briefing material describing the initiative as well as highlighting the roadmap ahead for school connectivity. This will include the plans of action of the Ministry of Post and Communications and the Ministry of Education in this regard.

The communications campaign for Connecting Jordanians will therefore focus first on generating buy-in from opinion makers on this agenda.

413.3 Electronic Transaction Law Workshops with Business. A business document on the Electronic Transaction Act was prepared with MoICT in Arabic, and was distributed to the local business community at the EDDA Conference through the MOPC booth. The document was also presented to the REACH Advisory Council. An English version is in translation.

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421.1 MoICT Transition Team Advisors. The existing MoICT transition team continued to act in "place-holding" roles in the Ministry, filling line positions that will be staffed by permanent employees by the end of the transition period. For progress in permanent staffing see 422.2 below.

422.1 MoICT Needs Assessment & Policy Action Plan Development Plan. Monitoring of the Action Plan continues on an ongoing basis.

422.2 MoICT Staff Development. The MoICT moved aggressively to increase the pace of recruitment for permanent staff in the first quarter of 2002. The original intention had been to hire department heads prior to those at the lower levels. But experience to date suggested that this might eliminate good candidates at too early a stage and a broader effort is now being made to identify a wider range of candidates. With the assistance of the AMIR-funded HRD expert, Mr. Richard Kingston, quarter-page advertisements were run in the major Jordanian daily newspapers (two Arabic and one English). The positions advertised included Director of Policy and Strategy, Head of Telecom Policy, Head of Post Policy, Head of IT Policy, Head of Strategic Planning, Head of Business Development, Head of Marketing, Head of Public Relations, Consultant to the Minister, Senior e-Government Project Managers, and Managing Director of the Postal Company. The language of the ads was very aggressive suggesting that these positions would be unlike any others in Government and, in fact, raised eyebrows in Government. But it is felt that only with such a campaign will the MoICT attract the caliber of staff that it needs. As of the end of the reporting period, several candidates had been identified and were in the process of weighing offers or securing the approval of the Prime Ministry. Even though some 35 positions, with corresponding salary brackets, had been approved by the Prime Ministry, each individual appointment requires a separate approval.

422.3 MoICT Institutionalization: Preliminary drafts of MoICT administrative policies and procedures were prepared by the HRD consultant during the period. These remain to be discussed with department heads and elaborated as the year progresses.

422.4.1 Hardware & Software Procurements. The AMIR Program has sub-contracted the interior design and cabling scheme of the second floor of the Ministry building to Community Development Group (CDG). Completion of the layout is anticipated for early April. Furniture will also be supplied for the second floor. This will be in addition to the installation of a new server room and workstations throughout the MoICT. It is estimated that the entire project will be completed by September.

422.5 Policy Analysis & Formulation. A final version of the amended Telecom law has been prepared. In actuality, there will be no "official" English version of the Law since it is an Arabic document. However, this version provides an excellent window into the Arabic. The first test of the amended Law is already underway with the request for interpretation of the provisions for private networks mentioned above (see comments under 412.1 Connecting Jordanians Strategy.) The amended Law was published in the Official Gazette on February 18, 2002. This means that it goes into effect 30 days hence, or March 17, 2002. Among other things, the MoICT came into existence on that date. However, a bylaw must

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be completed in order for the Ministry to assume its new capacity. A draft has been prepared and is being reviewed.

422.6 MoICT Public Awareness. The AMIR communications team began working with the MOICT to develop a professional RFP for development of the MOICT public website. The RFP will be issued next quarter and a vendor selected. The AMIR team will also support content development for the website.

423.1 TRC Needs Assessment and Priority Action Plan Development. In early February, TMG Telecom, a subcontractor to Chemonics, conducted an assessment of the immediate needs of the TRC as a basis for drafting the Action Plan. This will include the work over the next year in the areas of Commissioner and Staff Development, Strategic Planning, and Regulatory Issues and Enforcement. In coordination with other donors, this task envisages the institutionalization of the amended Law 13 and the significant strengthening of the Regulator.

431.1 Needs Assessment & Priority Action Plan Development. MoICT has submitted its 2002 workplan to AMIR with detailed analysis of the needs of the e-Gov coordinating unit. As a result, AMIR has identified specific components of the workplan in which AMIR will provide support to the MoOICT. Together, the MoICT and AMIR have developed a comprehensive e-Gov workplan.

431.2 EGD Staff Development and Training. In mid-March, four members of the e-Government team (Mohammed Khasawneh, Rula Barghouty, Deema Anani,, and Firas Rsheidat) along with Abdel Shamlawi of the AMIR Program Office attended a week-long e-Government workshop sponsored by the Government of Singapore. The Infocomm Development Authority (iDA), the combined telecoms and IT regulator in the country organized the workshop with the specific purpose of sharing the Singapore e-Government experience with Jordan. Following on a visit by HM King Abdullah to Singapore earlier in the year, this was the first in a series of efforts to share experiences between the two countries.

431.3.1 Program Management Office. To launch the Jordan e-Gov program, AMIR is developing and implementing a designated e-Gov PMO office in the MoICT. This PMO will coordinate and oversee all e-Gov projects across the Jordanian government and establish critical processes and templates for project management, change management and technical architecture standards to be used by all such projects. EDS, AMIR's lead e-Gov subcontractor, is currently working within the MoICT to establish the PMO institutional structures. Per the Minister's request for immediate refurbishment of the Ministry's designated e-Gv space, AMIR has proceeded to have its subcontractor CDG begin architectural designs for the MoICT PMO office. Construction is planned to begin early next quarter.

431.3.2 Establish PMO Process. While the PMO is under construction, EDS consultants will study, design and establish all the required policies, procedure, templates and practices necessary to successfully support and sustain the e-Gov unit in its future coordination and

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integration of e-Gov projects throughout the GOJ. The EDS will be using proven and commonly accepted or 'best in class' principles, methodologies and practices in establishing and operating the PMO including guidelines for Change Management.

431.4 Systems Integration. AMIR has brought in EDS as the lead Systems Integration consultants to advise the MoICT in the design of its network infrastructure for implementing Jordan's e-Gov program. The consultants are presently on the ground investigating existing infrastructure and processes at the Ministries of Planning, Finance, Public Works and Housing, Industry and Trade, as well as the Royal Court and the Prime Minister's office. Building upon the results of their investigations, they will proceed to design a secure government network, develop policies and recommendation for security, privacy and interoperability framework, design electronic e-mail for the government and develop and recommend government web hosting applications. This quarter, AMIR has fielded 5 consultants to begin work on the MoICT's systems integration requirements.

432.1 Procure Local Software Development Services. AMIR has contracted DevIS to begin work in setting up and managing a procurement process that establishes an IQC contracting vehicle for Jordanian Technology firms to carry out e-Gov software development projects. The procurement will result in a working group of Jordanian companies under contract with AMIR for the sole purpose implementing, at AMIR's discretion, portions of the e-Gov software development work now scheduled for completion by October, 2002.

In some cases, DevIS may decide to employ Open Source Software (OSS) solutions in certain e-Gov projects, and manage local subcontractors in designing and implementing those solutions. With this in mind, DevIS has researched the extent of knowledge and penetration of OSS in Jordan and other Arab states to determine whether building local IT capacity in OSS solutions would enhance the sector's global competitive advantage. Rather than produce a static report, DevIS has created a dynamic set of electronic documents in the form of WebPages containing annotated links to information and content of interest, organized by topics. The site will also highlight opportunities that AMIR might pursue to bring OSS to the attention of Jordanian IT firms and orient future efforts to pursue commercial opportunities in OSS consulting and development.

432.2. Scope and Requirements Definition. DevIS is currently working on identifying systems requirements and writing Scopes of Work (SOWs) for seven e-Gov Fast-Track projects; these will be coordinated through the PMO once it is set up at the MoICT.

432.3 Business Process Reengineering. DevIS is also writing SOWs for managing local consultants in conducting business process reengineering of the services, functions, processes and linkages of the e-Gov Fast Track projects.

441.2.1 REACH Progress Monitoring Unit (PMU) Support. AMIR continues to coordinate and further deliver on its REACH initiatives. This quarter AMIR has coordinated with INT@J and MoICT to identify and schedule key REACH 3.0 activities. These activities will include:

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- e-Readiness Assessment: SOW has been completed and a final firm is currently being selected to conduct assessment.
- Analysis of local ICT industry growth.
- Review of national ICT initiatives.
- Reach 3.0 process- Series of workshops to encourage public/private sector cooperation on setting the 3.0 strategy.
- REACH 3.0 Report –Updated national ICT strategy and action plan.
- IT Forum II - Marketing and public relations event to introduce ICT industry achievements to foreign investors.

441.5 Public Awareness. The AMIR 2.0 communications team is working with Int@aj to create a communications and branding strategy for REACH 3.0. The strategy will be completed in the next quarter, and activities will begin in concert with the REACH 3.0 strategy process.

D. Tasks Scheduled for Completion During the Next Period

411.1 REACH 3.0 Planning and National e-Readiness analysis. As part of REACH 3.0, AMIR will field a foreign consultant to assess Jordan's e-Readiness and benchmark its current status vis-à-vis other nations that have succeeded in deploying hi-tech economies. Alongside with this activity, AMIR will continue planning with INT@J the completion of all REACH 3.0 activities.

411.2.1 Local ICT Industry Analysis. AMIR will continue efforts with INT@J in compiling ICT industry statistics via a newly deployed data base which will aggregate the biographical and financial profile of ICT companies in Jordan.

411.2.1 ICT Investment Strategy. As part of REACH 3.0, AMIR will assist the MoICT and INT@J to conduct a strategic evaluation of how to market ICT services in Jordan to enable it to participate globally and attract FDI.

411.2.1 E-commerce Implementation Strategy. AMIR will assist the MoICT and INT@J to conduct an analysis of ICT services and software sector, and develop a strategy for promoting e-Commerce in Jordan.

412.1 Connecting Jordanians Initiative (CJI) Strategy. AMIR will continue its collaboration with CIDA in the CJI strategy action plan and assessment of infrastructure needs. Construction will continue on the Computer Refurbishment Center at the RSS, and an exchange program sponsored by CIDA will further support the training needs of this initiative.

413.1 National ICT Communications Strategy. Efforts will continue in designing an overall national ICT promotional and communications to increase awareness of the sector.

413.2 CJI Public Relations Campaign. Efforts will continue in designing a promotional campaign to increase awareness of Jordanians of the CJI initiative.

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Establish PMO Process. Work will continue on the physical and institutional establishment of the PMO office at the MoICT in support of e-Gov initiatives.

431.2 Systems Integration. Work will continue by EDS on assessing all aspects of integrating the various ministries to join the E-Gov Secured Network and Web-based applications.

432 e-Gov projects Project Design and Development. Efforts will be undertaken by subcontractor DevIS to develop the pre-selected e-gov fast track projects that will further support USAID objectives.

450 Increase Access to ICT Services and Learning (AMIR Implementation of CJI Activities). Action plans for supporting additional JITCCs and Ministry of Youth Center Computer Labs will be further strategized and developed to increase Jordan's participation in ICT.

412.3 Donor Coordination. Int@j will build upon AMIR's initial efforts at establishing an ICT initiatives database, that will facilitate monitoring ICT related initiatives in Jordan.

E. Problems Encountered and Proposed Remedial Actions

To ensure the long term sustainability and maximum benefit to AMIR's investment, it was deemed critical to recruit senior personnel for the PMO, now. In response, the MoICT Human Resource Development Advisor is pursuing aggressive recruitment of several key positions, which are expected to be filled shortly (see 422.2 MoICT Staff Development).

F. Training Activities

Please consult Training Activities Annex.

G. Public Awareness/Communications:

Please consult Communications Activities Annex.

H. ICTI Results Linked to Indicators

Due to program mobilization, indicators have been defined but there are no results to report during the first quarter of 2002.

Private Sector Policy Initiative

A. Key Accomplishments

During the first quarter of 2002, the PSPI achieved significant progress towards meeting its Year 1 objectives, launching several critical research and technical assistance initiatives expected to achieve profound transformation in Jordan's ability to attract investment and develop exports. Initiatives focused mainly on transforming and strengthening the institutions and policies charged with promoting investment in Jordan and on increasing, and deriving greater benefits from, Jordan's participation in international organizations and agreements, including the World Trade Organization (WTO) and the U.S.- Jordan Free Trade Agreement (FTA).

PSPI, working with the National Investment Committee, obtained consensus on new institutional arrangements needed to promote trade and investment more effectively, including the creation of a new policy and strategy advisory and co-ordinating body, to be known as The Jordanian Authority for Enterprise Development (JAED). AMIR drafted new legislation to create JAED and also prepared amendments to existing legislation.

AMIR also made significant progress towards helping Jordan meet its commitments under WTO and other agreements, having developed a master plan for accession to the Government Procurement Agreement and by providing ongoing technical assistance to the National GPA Committee in preparing its entity offer to the WTO. This assistance includes updating the government procurement database and carrying out studies to assess the potential impacts of GPA accession on various sectors of the economy.

Finally, a Memorandum of Understanding was entered with the Minister of Industry and Trade to initiate a Center of Excellence Program. This program will focus on strategy formulation and establishing clear implementation responsibility and performance measurement for all items in the strategic plan. The COE Program also focuses on improving policy analysis and decision support to the Minister on key trade and investment issues.

B. Component Staff/Mobilization

The following Long Term personnel have been mobilized to meet PSPI workplan needs:

- Charles Krakoff, PSPI Team Leader, arrived in Jordan on January 5, 2002 for a 20-day assignment and on February 1, 2002 began a 150-day assignment which will be converted to a long-term resident position
- Nadia Qassim, Program Assistant, began work on 2 January, 2002
- Jamal Olaimat, Customs Specialist, began work on 2 January, 2002

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- Glenn Wood, CRM Sub-Initiative Leader, arrived in Jordan on January 18, 2002, for a 30-day assignment. He returns again on March 23, 2002 for another 30-day assignment, following which he is expected to become a resident long-term advisor.
- Barry O'Connell, IVP Sub-Initiative Leader, arrived in Jordan on January 25, 2002 for a 60-day assignment. He will return again on April 25, 2002, to begin a long-term resident assignment.
- Peter Carr, Trade Policy Advisor, arrived in Jordan on January 28 for a 40-day assignment. He is expected to return to Jordan in early April.

C. Tasks and Milestones and Completed During the Reporting Period

Investment Promotion (IVP) Sub-Initiative

511.1 Enabling Legislation for JAED. A draft JAED Law was prepared. This draft law and draft amendments to JIB, JEDCO, JIEC and FZC laws are expected to be finalized by the Investment Committee before March 31.

511.2 JAED Institutional Development. Investment Committee members visited Forfás, IDA and Enterprise Ireland in Dublin from February 10-15. This enabled the Investment Committee to come to agreement on mandate, structure and other key aspects of JAED and its affiliated entities.

511.3 Investment and Export development Research and Policy. An investment strategy assessment was initiated and was aimed at recommending immediate strategies and action plans for investment promotion and at setting out a research agenda for fundamental reassessment of Jordan's comparative advantage. Consultants under the direction of Andrea Erdmann conducted a market demand survey for industrial estates. Sutherland Miller also began to update Jordan's Investor Roadmap.

513 Investment and Export Promotion. Preparation for a Center of Excellence program and Memorandum of Understanding with the Jordan Investment Board began. PSPI has initiated an HR audit of JIB, JEDCO, JIEC and FZC aimed at assessing the adequacy of each organization's staff to meet the demands of current and expected future activities and also to serve as a baseline for conversion of these organizations from civil service to private-sector-based employment conditions.

Trade and Market Access (TMA) Sub-Initiative

531.1 Support to Department of International Organizations. Greta Boye and Montague Lord prepared a master plan for Jordan's to present an accession offer for the Government Procurement Agreement by October 2002, and obtained commitment from the National GPA Committee to adhere to the overall and intermediate deadlines contained in the plan. The comprehensive final report will be delivered before March 31. An update of the Government Procurement database as part of the GPA accession program, with expected completion by April 15 has begun. Research on the possible impact of GPA accession on key sectors in Jordan was initiated. Additionally, AMIR sponsored 9 staff members from the

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General Supplies Directorate and the General Tenders Directorate to attend a 6-week part-time in-country course in government procurement offered jointly by the World Bank Institute and the University of Jordan.

531.2 Support to National Production Protection Department. John Kugelman, formerly of the U.S. Commerce Department, has begun a 6-week practical training program on case investigation for antidumping and safeguards cases.

531.6 Food Safety and Inspection/ASEZA and Ministry of Health. Workshops were held in Amman on March 28 and in Aqaba on March 31 on the new risk-based food safety inspection system. Further assistance on testing and roll-out of the system will occur in the next quarter. PSPI has begun development of a food inspection database based on a design commissioned in 2001 under AMIR 1.

531.7 Plant Variety Protection/Ministry of Agriculture. Two Ministry of Agriculture officials were sent to attend discussions in Geneva on accession to the International Convention on Plant Varieties and other sanitary and phytosanitary issues.

Customs Reform and Modernization (CRM) Sub-Initiative

550 Customs Reform and Modernization. Glenn Wood visited Jordan in January and February 2002 to work on overall Customs reform, as well as focusing specifically on transit reform. His key accomplishments included:

- Assisting in the implementation of the installation of the ASYCUDA transit module, with expected completion nationwide by the end of the next quarter;
- Developing and testing initial procedures for processing of transit declarations and data input in full compliance with Kyoto 2000 requirements;
- Updating the Customs strategy and work plan, focusing on identifying specific tasks and subtasks, ranking them in order of priority and practicality of execution, and making explicit the links between one set of tasks and another;
- Conducting an initial training needs assessment and providing curriculum recommendations for future training;
- Providing recommendations on a Center of Excellence program for Customs

General Policy Implementation Sub-Initiative

581.1.5 Revise and Update MIT Strategy. Richard Dreiman visited Jordan in January and March 2002 and developed a Master Plan for the Center of Excellence Program. AMIR drafted a Center of Excellence Memorandum of Understanding between MIT and the AMIR Program, which the Minister signed on March 25.

D. Tasks Scheduled for Completion During the Next Period**Investment Promotion (IVP) Sub-Initiative**

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- JIB and JEDCO Center of Excellence plans will be developed and MOUs signed with the Chief Executives of these organizations
- A human resources audit of JIB, JEDCO, JIEC and FZC will be completed and will serve as a baseline for further staff and organizational development
- An international search targeting Jordanians worldwide will be launched and a CEO recruited for JAED
- Forfás experts will conduct a staffing needs assessment and develop HR policies for JAED.
- An MIS needs assessment will be conducted for JAED, JIB, JEDCO and JIEC, as well as for the MIT, and an IT plan developed to maximize effectiveness of data collection, storage and dissemination.
- Forfás experts will develop administrative policies and procedures for JAED
- A JAED Policy research agenda will be established and 3 policy studies completed, focusing on analysis of Jordan's comparative and competitive advantage.
- The Investor Roadmap update will be completed
- Up to 42 Ministry of Foreign Affairs staff will be trained at the Institute of Diplomacy, using curricula developed with AMIR support, enabling these personnel to function as effective commercial attachés in Jordanian diplomatic missions overseas.

Trade and Market Access (TMA) Sub-Initiative

- The Government Procurement Database will be completed and updated to include data for 1999 and 2000 and providing a basis for analysis of the impact of GPA on different sectors.
- Up to 9 GPA sectoral impact studies will be completed
- 5 National Production Protection Department staff will have trained in case processing and investigation, focusing on antidumping and safeguards trade remedies within the WTO framework
- An intellectual property rights (IPR) enforcement assistance master plan will be completed, focusing on assistance to the Industrial Property Protection Department of the Ministry of Industry and Trade and to the National Library.
- A plan for accession to International Patent Co-operation Treaty will be prepared
- A design for a patent database for the Industrial Property Protection Department will be completed
- A Food Safety Inspection Database for ASEZA and the Ministry of Health will be completed
- A plan for Jordan's accession to International Convention on Plant Varieties completed

Customs Reform and Modernization (CRM) Sub-Initiative

- The ASYCUDA Transit Module will be installed and operational nationwide
- A study tour to U.S. Customs, focusing on improved Customs procedures, will take place

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- A regional Customs Valuation seminar will be conducted in Amman in collaboration with WTO
- A plan will be developed for Jordan's full compliance with Kyoto and other WCO conventions, and necessary amendments to existing legislation drafted
- A Customs HR audit and staff development plan will be developed
- A training program and master plan for Customs will be developed, including affiliation with appropriate international institution(s)

General Policy Implementation (GPI) Sub-Initiative

- A change management workshop for MIT will take place, focusing on relationships among departments in the Ministry and on implementation issues tied to the Ministry's strategic plan.
- A Ministry-wide human resource skills audit will be conducted and a new staffing plan, together with a plan for new HR systems and procedures, will be developed.
- An MIS needs assessment and inventory of existing systems will take place and a new information architecture proposed
- An IT needs assessment and IT development plan will be developed.
- A research agenda will be established based on immediate and intermediate-term requirements of the Minister. Individual studies will be conducted and briefing papers prepared under the guidance of AMIR consultants.

E. Problems Encountered and Proposed Remedial Actions

No significant problems were encountered during the first quarter of implementation.

F. Training Activities

531.1 9 World Bank University of Jordan Program Training: Members of staff of General Supplies Department and General Tenders Directorate were sent for 6-week local part-time training to joint World Bank-University of Jordan program. Ongoing on-the-job training in trade remedies case processing and investigation in National Production Protection Department.

Please consult Training Activities Annex. for further details.

G. Public Awareness/Communications:

Please consult Communications Activities Annex.

H. PSPI Results Linked to Indicators

Due to program mobilization, indicators have been defined but there are no results to report during the first quarter of 2002.

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However, please consult the Results Indicators Annex for a summary of the status AMIR supported legislation.

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Jordan Capital Markets

A. Key Accomplishments

The highlight of the quarter for the Capital Markets Development initiative was His Majesty King Abdullah II's official opening of the JSC's new building. While the building itself was funded with local resources, much of His Majesty's tour of the building was information technology supplied by the AMIR Program, or activities enabled by that technology, such as remote trading. In addition, the component mobilized six long-term staff, completed significant research on the innovative privatization bond product, completed a training needs assessment for the Central Bank of Jordan, updated its IT needs assessment and conducted 17 training and events, including two watershed events, a significantly expanded CFA program which achieved record participation (30 vs 5 in 2001) and the US SEC Regional Capital Markets Program which served ninety-two people from Jordan and ten other MENA countries.

B. Milestones and Tasks Completed during the Reporting Period

604 Staffing. The following long-term staff were mobilized during the reporting period:

- Kush Choksy, Capital Markets Component Leader
- Nicolas Van Zadelhoff, IT Specialist
- Asma Abu Taleb, Consultant and Trainer
- Elham Musa, Administrative Assistant
- Amal Habis, Administrative Assistant
- Maha Abu Amri, Administrative Assistant
- Ramzi Al Sheshani, IT Assistant

621.2 JSC Surveillance and Market Monitoring. Registered the JSC Chairman and other JSC persons for the USSEC Annual Training Program in Washington, D.C. scheduled from April 22 to May 2, 2002. Registered a Commissioner and two JSC persons for the World Bank & IMF "Building Pillars of Financial Sector Governance: the Roles of the Public & Private Sectors" in New York scheduled for April 17, 2002. Registered participation by the Chairman, Deputy Chairman and a JSC staff person at the Annual IOSCO Conference in Turkey scheduled for May 18 to May 24, 2002.

624.1 Business Plan Financials Review. Majd Shafiq and Suha Shouqar continued work on review of the financials of the JSC, SDC and ASE. Draft report provided in March to JSC, SDC and ASE for discussion.

628.1 SDC Business Plan Review. Majd Shafiq continued work on the SDC Business Plan. Draft report provided to SDC in March. Follow-on meetings were held in March.

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628.2 SDC Operations Review. A Scope of Work for a comprehensive review and assessment of the SDC, including SDC operations and bylaws was developed by Khush Choksy and Nico Van Zadelhoff together with the SDC in February 2002. Initiated recruitment of the SDC Operations Manager. Khush Choksy and Nico Van Zadelhoff worked with the SDC on this. Newspaper advertisements were run in Jordan and regional newspapers in February.

635.1.0 Project Planning and Management. A Memorandum outlining issues to be addressed pertaining to the distribution of ME-NEX Rules & Requirements to various stakeholders and soliciting comment on them was drafted by Majd Shafiq. A detailed ME-NEX workplan in Microsoft Project was produced by Majd Shafiq and Beth Kotis. Deliverable will be provided to USAID on April 15, 2002.

635.2.0 Rules and Regulations. A draft Memorandum of Understanding to be signed between the three regulatory authorities in the three countries to provide the legal and regulatory framework for the Middle East New Exchange to operate was produced by Allan Roth in January 2002 Deliverable will be provided to USAID on April 15, 2002.

635.3.0 Legal Due Diligence. Legal due diligence on the Companies Law and the Securities Law in Jordan was completed to find out how the two laws may hinder the operation of the Middle East New Exchange by Majd Shafiq. A study was undertaken to provide options on where to incorporate (jurisdiction) ME-NEX and in what legal form by Ala'a Al-Tarawneh in February and March 2002. Deliverable will be provided to USAID on April 15, 2002.

635.10 Marketing. A detailed database on listing targets in Jordan was put together by the ASE and Majd Shafiq. Deliverable to be provided by April 15, 2002. The process, requirements and procedures of transforming a limited liability company to a public shareholding company and undertaking an IPO was mapped out by the ASE and Majd Shafiq. Deliverable to be provided to USAID by April 15, 2002. An Executive Committee meeting is took place in Dubai on January 22. Khush Choksy and Majd Shafiq participated. One-On-One presentations to potential listings commenced were done by the ASE and Majd Shafiq throughout the Quarter, with input from Beth Kotis. Four companies have already issued formal letters declaring intentions to list on ME-NEX once it is up and running. A comparative stock exchange fee analysis on seven exchanges was completed by Nicole Rhind in February and March 2002. Deliverable to be provided to USAID by April 15, 2002.

635.12 Website Enhancement. ME-NEX website design was finalized by CNS Primus in March 2002. Website launch put on hold till ME-NEX announcement.

635.20 Official Announcement. Preparations for the official announcement were undertaken. In this regard, the following documents were produced by the AMIR Program together with *Syntax*:

- ME-NEX Brochure

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- Announcement Agenda
- Invitation on official ME-NEX letterhead
- ME-NEX Fact Sheet
- Frequently Asked Questions
- Contact Information Page
- Press Release

Work put on hold, as the announcement is on hold.

635.28 EFA Systems. A detailed list of issues related to clearance & settlement rules that need to be addressed by the ME-NEX Executive Committee was produced by a ME-NEX Team with input by Asma Abu Taleb and Nico Van Zadelhoff. Deliverable to be provided to USAID by April 15, 2002. Testing of EFA systems is currently under way with work done by EFA and Asma Abu Taleb throughout the Quarter.

641 Jordan Privatization Bond. In conjunction with the World Bank, AMIR consultants Waleed Al-Nassan and Majd Shafiq, made a Jordan Privatization Bond presentation to the Minister of Finance on March 4, 2002. The innovative Privatization Bond was presented as a way to obtain, in advance, proceeds from the privatization program and to develop the capital market. The presentation covered Jordan's successful privatization program and future privatization candidates, discussed experiences in other countries with this type of security and suggested two possible types of Privatization Bonds and benefits to Jordan. The Minister indicated that, in his opinion, Jordan did not currently need additional borrowing, but that the Privatization Bond would remain an option to be considered if such need arose in the future. Deliverable will be provided to USAID on April 15, 2002.

645 General Capital Markets Training Program. A training needs assessment report, which includes a knowledge and skills gap analysis, list of training priorities, outline of recommended training program and activities including target group, program content and delivery options was prepared by Howard Schuman. The Training Needs Assessment was based on intensive interviews with managers and staff of the JSC, SDC and ASE, a large number of market participants, universities, the Institute of Banking and Finance and other relevant institutions. A Training Needs Survey were administered to over 100 persons. The survey questionnaire covered questions with regard to the Financial System, Regulatory Framework, Financial Analysis of Banks, Risk-based Supervisory Approach, Credit Analysis, Risk Management, Economics, Payment Systems and Foreign Exchange Management. Deliverable will be provided to USAID on April 15, 2002.

Khush Choksy and Howard Schuman initiated technical assistance through the Capital Markets Development Component to the Central Bank of Jordan in the period February to March 1, 2002. This included meeting with the Training Department, Research Department, Bank Supervision Department, Public Debt Department and Foreign Exchange Department of the Central Bank of Jordan to ascertain their training needs. Briefing provided to USAID on February 27, 2002.

The development of a course on Bank Supervision was initiated by Howard Schuman.

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Contacts with the Malaysian Securities Commission toward establishing a relationship between the JSC and the Malaysian Securities Commission was initiated by Howard Schuman in March 2002.

A Training Needs Assessment Survey for the Central Bank of Jordan was designed by Howard Schuman in March 2002.

Howard Schuman initiated development of course materials on securities investment and securities regulations in March.

Sponsored the participation of the JSC and the ASE personnel at the Broker Training & Certification Program administered by the Institute of Banking Studies (IBS).

Sponsored JSC person attending Corporate Finance Training program by the IBS in March.

646 CFA Program. The CFA public awareness campaign was continued by Dr. Ron Copley, AMIR consultant, and Khush Choksy, Component Leader, during the period. This entailed meetings with a wide range of market participants and universities on the benefits of the CFA Program. Dr. Ron Copley, , participated in these meetings. The campaign resulted in 30 Level I candidates registering for the Classroom teaching program to take the course. This is a significant increase from the five Level I candidates registered last year. Ron Copley, David Upton and Malcolm Lathon taught CFA program for Levels I, II and III from February 9 to March 17, 2002. The AMIR Program covered the cost of registration and books for the JSC, SDC and the Central Bank of Jordan. Deliverable will be provided to USAID on April 15, 2002.

648 USSEC Training Program in Jordan. Ninety-two people, including 29 people from 10 MENA countries participated in the AMIR-sponsored US SEC Regional Capital Markets Program held March 24 to March 28. In addition, to Jordan, Senior Officials for the securities commissions and stock exchanges in Bahrain, Palestine, Kuwait, Oman, Saudi Arabia, United Arab Emirates, Qatar, Egypt, Yemen and Turkey participated in the Program. The Program focused on the US SEC Organization and Decision-Making Processes, the U.S. Disclosure and Reporting Process, Accounting and Auditing, Registration, Regulation and Oversight of Markets and Self-Regulatory Organization, "SROs", Registration and Regulation of Market Participants, Country Presentations, Globalization and Cross-Border Trading, Clearance and Settlement of Securities Transactions, Securities Industry Arbitration, Investor Education, SEC and SRO Inspections of Market Participants, Securities Enforcement, Disclosure Hypothetical, Enforcement Hypothetical, Avoiding Money Laundering in the Securities Industry. The Program was from March 24 to March 28 and presented by. Ester Saverson Jr., Assistant Director in the Office of International Affairs at the US SEC and Robert Stahota, Assistant Director in the Office of International Affairs at the US SEC. Deliverable will be provided to USAID on April 15, 2002.

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652 IT Training. Nico Van Zadelhoff prepared the technical specifications for the Oracle Parallel release for the JSC, SDC and ASE. AS400 training program for the SDC IT staff from March 3 to March 14 at UBM in Jordan was provided.

655.2 Promotion to Retail Investors. Khush Choksy initiated recruitment of staff for the ASE Marketing Department together with the ASE. Newspaper advertisements were run in Jordan Times and Al-Rai in February 2002.

654 English Training. An English Training Program was planned for staff of the JSC, SDC and ASE together with the American Language Center.

661 Revised IT Needs Assessment. The IT Needs Assessment for the JSC, SDC and ASE was initiated by Nico Van Zadelhoff, IT Specialist, and Ramzi Al-Shishani, IT Assistant. The IT Needs Assessment address the installed applications and system at the JSC, SDC and ASE and assesses the IT Needs of the JSC, SDC and ASE to ensure the IT systems are fully compliant with international standards for capital markets. The IT Needs Assessment will also ensure that all the systems that AMIR provides are integrated to the maximum extent possible. Deliverable will be provided to USAID on April 15, 2002

664.1 Securities Depository Center (SDC). Nico Van Zadelhoff and the AMIR Program IT Department completed the hardware and system software environments including the backup system installation for the SDC stage one mini (virtual) Delivery Vs Payment (DVP) go-live. This included the SDC technical discussions.

664.2 Amman Stock Exchange (ASE). Nico Van Zadelhoff continued to assist the ASE in final design of the Investor Gallery at the Housing Bank Center. Nico Van Zadelhoff continued to support the ASE and SDC in providing technical assistance on the design of the backup computer rooms. Nico Van Zadelhoff and the AMIR Program IT Department prepared the technical specifications for the UPS and Power Generator for the ASE and SDC backup sites at the Housing Bank Center.

C. Tasks Scheduled for Completion During The Next Period

621.2 JSC Surveillance and Market Monitoring. The AMIR Program will support the participation of the JSC Chairman, Commissioner and staff members at the SEC Annual Training Program from April 22 to May 2 in Washington, D.C. The AMIR Program will support the participation of one JSC Commissioner and staff at the World Bank and IMF Financial Sector Conference in New York from April 17 to 19, 2002. The AMIR Program will support the participation of the JSC Chairman, Deputy Chairman and staff person at the IOSCO Annual Conference in Turkey from May 18 to 24, 2002.

624.1 Business Plan Financials Review. Suha Shouqar and Majd Shafiq will complete the financial analysis for the JSC, ASE and SDC.

628.1 SDC Business Plan Review. Majd Shafiq and Suha Shouqar will complete the SDC Business Plan by May 2002.

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628.2 SDC Operations Review. Eugene Callan is scheduled to provide technical assistance from April 8 to May 8, 2002, to provide a review of SDC work and technical assistance towards the SDC initiating mini (virtual) DVP. Eugene Callan, Nico Van Zadelhoff and Khush Choksy will work with the SDC on recruiting the SDC operations manager. Nico Van Zadelhoff will provide further technical assistance and support to the SDC go-live planning activities.

635 ME-NEX. Technical assistance to ME-NEX will depend on the Bahrain meeting scheduled for March 19 and the follow on agreement. Following this a revised strategy and technical assistance plan for ME-NEX will be prepared.

645 General Capital Markets Training Program. Howard Schuman will continue developing course materials on securities investment and securities regulations for a training program for the JSC, SDC, ASE and the industry. Howard Schuman and Khush Choksy will administer a training needs assessment survey to the Central Bank in April 2002. Howard Schuman is scheduled to travel to Malaysia in April 3 to 5 to discuss establishing a relationship between the Jordan Securities Commission and the Malaysian Securities Commission. Howard Schuman will be interviewing potential instructors for capital markets training for the New York Institute of Finance in May 2002. Howard Schuman will conduct a training needs assessment for the Central Bank in May 2002.

646.1 CFA Teaching Program. Ron Copley, Dave Upton, Mac Lathan will teach CFA levels I, II and III in May 2002.

653 Public Awareness/Investor Training. Initiated discussion with the JSC and ASE on public awareness and communications, including the establishment of the market data dissemination systems in key places in Jordan.

654 English Training. The American Language Center will deliver English training classes to staff of the JSC, ASE and SDC in April and May 2002.

655 Market Promotion. Khush Choksy together with Nicole Rhind and Barbara Zadina, AMIR Communications Director, will work on the ASE Marketing and Communications Plan.

655.1 Promotion to Institutional Investors. The AMIR Program will support the participation of the JSC at the First Annual Finance and Division Forum and Exhibition in Dubai from May 14 to 16, 2002.

661 Revised IT Needs Assessment. Nico Van Zadelhoff and Ramzi Shishani will complete the IT Needs Assessment for the JSC, SDC and ASE in April 2002. Nico Van Zadelhoff and Ramzi Shishani together with the AMIR IT Department will prepare the technical specifications for the hardware, software and middleware and applications from the IT Needs Assessment.

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664 Procurements. Nico Van Zadelhoff will plan the various activities for procured hardware and software.

D. Problems Encountered and Proposed Remedial Actions

635 ME-NEX. The Bahrain Stock Exchange informed ME-NEX that it was no longer interested in ME-NEX. This resulted in the postponement of the scheduled announcement. A meeting in Bahrain to ascertain and discuss Bahrain's requirement to continue to be part of the ME-NEX took place on March 20, 2002.

E. Training Activities

Please consult [Training Activities Annex](#).

F. Public Awareness/Communications

Please consult Communications Activities Annex.

G. Results Linked to Indicators

Please consult Results Indicators Annex.

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Annexes

- Results Indicators
- Training
- Public Awareness Campaign
- Deliverables

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*MEI Results***Results As of End of Quarter 1 Year 1**

Results Targets (Per contract)	Indicator (Year 1)	Accomplishments for Q1 (Jan. through Feb., 02)
MFI Development results		
1. MFI portfolio delinquency rates (JMCC, AMC,MFW,JACP/CHF)	<5%	Average 2.9%
2. MFIs write offs (JMCC, AMC,MFW,JACP/CHF)	<5%	0.00%
3. Number of Active Clients (JMCC, AMC,MFW,JACP/CHF, JLGC)	16,000	15,351
of which, % Women	50%	68.50%
4. Client Retention (JMCC, AMC,MFW,JACP/CHF, JLGC)	>50%	Average 52%
5. Clients outside Amman expanding undeserved and rural areas (JMCC, AMC,MFW,JACP/CHF, JLGC)	>50%	Average 62%
6. Commercial viability of MFIs	>90%	
7. Operational Sustainability:		
MFW		117%
JMCC		122%
AMC		135%
JACP/CHF		134%
8. Financial Sustainability:		
MFW		109%
JMCC		106%
AMC		120%
JACP/CHF		91%
9. MFI MIS System in place and functioning	Yes	In process

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10. Financial reporting standards in place	Yes	In process
11. Wholesale Funding Facility (WFF) operational	Yes	In process
12. 1 new MFI product introduced	Yes	In process
13. Microfinance network established	Yes	In process
14. "Start Small, Think Big" campaign launched	Yes	In process
15. Number of Microfinance Practitioners trained	40	4
16. Number of Microfinance Specialists trained	20	0
17. Number of identified policy constraints removed	1	0
Microenterprise Business Development		
1. Increase CDO activity support	Yes	
2. Number of entrepreneurs trained	500	0
3. MSME Advisory group established	Yes	
Grants		
1. Grants operating system launched	Yes	In process
2. Number of microfinance innovations grants awarded	5	0

Additional up to February 2/28/2002 MFIs Statistics:

Cumulative number of loans disbursed: 85,382

Amount of loans outstanding: JD 6,651,676

Cumulative number of borrowers: 46,379

Cumulative amount disbursed: JD 25, 212,438

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PSPI RESULTS

Indicators have been defined for this initiative but there were no results to report during the first quarter of 2002. However, below is a status report on various laws that the AMIR Program has supported.

Attachment A: Status of AMIR supported legislation

Law	WTO Agreement(s)	Status
1. Amendment to the Law on Trademarks	TRIPS	<ul style="list-style-type: none">Published in the Official Gazette on November 1, 1999.Effective December 1, 1999
2. Law on Patents	TRIPS	<ul style="list-style-type: none">Published in the Official Gazette on November 1, 1999Effective December 1, 1999
3. Amendments to the Law on Copyrights	TRIPS	<ul style="list-style-type: none">Published in the Official Gazette on October 2, 1999Effective November 2, 1999
4. Amendments to the Customs Law	<ul style="list-style-type: none">Customs ValuationRules of Origin, GATT 1994 (article VIII)TRIPS (border enforcement of intellectual property rights)	<ul style="list-style-type: none">Published in the Official Gazette on April 2, 2000 (No. 4423)Effective June 2, 2000
5. Law on Trade Secrets/Unfair Competition	TRIPS	<ul style="list-style-type: none">Published in the Official Gazette on April 2, 2000 (No. 4423)

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		<ul style="list-style-type: none"> Effective June 2, 2000
6. Law on Plant Variety Protection	TRIPS	<ul style="list-style-type: none"> Published in the Official Gazette on July 2, 2000 Effective August 2, 2000
7. Law on Standards and Metrology	TBT	<ul style="list-style-type: none"> Published in the Official Gazette on April 16, 2000 (No. 4426) Effective May 16, 2000
8. Law on Agriculture	<ul style="list-style-type: none"> SPS (Plant and animal) TBT (Seeds) Agriculture 	<ul style="list-style-type: none"> Draft Law rejected by Parliament in March 2001 Revised draft, containing only WTO/SPS required elements, being drafted for re-consideration by Parliament
9. Amendments to the Law on Public Health No. 21 of 1971	SPS (food)	<ul style="list-style-type: none"> No amendments prepared. WTO required changes will be realized through the Food Safety Law that is being drafted.
10. Law on Food Safety	SPS (food)	<ul style="list-style-type: none"> Draft law submitted by Ministry of Health to Cabinet of Ministers/Bureau of Legislation (8/00)
11. Law on Industrial Design	TRIPS	<ul style="list-style-type: none"> Published in the Official Gazette on April 2, 2000 (No. 4423) Effective May 2, 2000
12. Law on Integrated Circuits	TRIPS	<ul style="list-style-type: none"> Published in the Official Gazette on April 2, 2000 (No. 4423) Effective May 2, 2000
13. Law on Geographical Indications	TRIPS	<ul style="list-style-type: none"> Published in the Official Gazette on April 2, 2000 (No. 4423) Effective May 2, 2000
14. Law on Imports and	<ul style="list-style-type: none"> GATT 1994 (Article I, III, 	<ul style="list-style-type: none"> Enacted May 5, 2001; published in the Official Gazette on July 1,

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Exports	and XI) • Import Licensing	2001 • Effective August 1, 2001
15. Amendments to the Law on General Sales Tax	• GATT Article III	• Published in the Official Gazette on April 2, 2000 (No. 4423) • Effective May 2, 2000
16. Amendments Law on Unifying Fees and Taxes	• GATT 1994 (Article VIII) • Specific duties on calves and sheep • 2% fee of re-export	• Published in the Official Gazette on April 2, 2000 • Effective May 2, 2000
17. Law to Cancel Agriculture Marketing Organization	GATT 1994 (Articles III, VIII)	• Ministry of Agriculture submitted draft law to Cabinet of Ministers/Bureau of Legislation
18. Law on Protection of National Production	WTO Agreements on Safeguards, Antidumping, and Subsidies	• Draft law prepared by AMIR submitted in February 2000 to the IDD Directorate at the Minister of Industry and Trade for approval.

Regulations	Agreement(s)	Status
1. Decision on elimination of price control on import of fresh and chilled meat	GATT 1994 (Article III)	<ul style="list-style-type: none"> Decision issued by the Minister of Industry and Trade on January 16, 2000 Published in the Official Gazette No. 4407 on January 25, 2000
2. Decision on elimination of	SCM (Article 3)	<ul style="list-style-type: none"> Decision issued in

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Jordanian Export Companies		December 1999
3. Decision on elimination of restrictions on import of ewes/yearlings	GATT (Article XI)	<ul style="list-style-type: none">Decision issued by the Minister of Agriculture on November 11, 1999
4. Decision on the elimination of fee (86.5 Fils) on each imported pack of cigarettes	GATT (Article III)	<ul style="list-style-type: none">Decision published in March 2000.
5. Instructions on Implementing Customs Valuation (includes interpretive notes, software and interest)	Customs Valuation	<ul style="list-style-type: none">Regulation published August 1, 2000 in Official Gazette
6. Instructions on border enforcement of intellectual property rights	TRIPS	<ul style="list-style-type: none">Regulation published October 1, 2000 in the Official Gazette
7. Decree on TBT Notification	TBT	<ul style="list-style-type: none">Draft instructions to establish a notification point within the Ministry of Industry and Trade prepared by AMIR in

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		<ul style="list-style-type: none">consultation with MIT• Further work on instruction held. Decision to be made whether decree or other legal act of Prime Minister should be issued to require inter-ministerial coordination/WTO Department
8. Decree on SPS Inquiry Point and Notification	SPS	<ul style="list-style-type: none">• Draft regulation (under authority of proposed Agriculture Law) to establish Enquiry Point within Ministry of Agriculture being prepared by the Ministry and AMIR• Pending enactment of the Law on Agriculture, Ministry determined to establish the SPS Enquiry and Notifications Point in the Planning and Development Administration under the Ministry's existing Organizational Law. (6/00)• MIT submitted Notification of Enquiry Point to WTO (6/26/00)• AMIR preparing Procedures and Operation Manual with Ministry
9. Regulations on Copyrights	TRIPS	<ul style="list-style-type: none">• Two regulations developed: (1) compulsory licensing and reproduction, and (2) resale of works• Draft regulations provided by AMIR to Ministry of Culture/National Library

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10. Regulations on Integrated Circuits	TRIPS	<ul style="list-style-type: none">• Draft regulations under review by Ministry of Industry and Trade
11. Regulations on Imports and Exports	<ul style="list-style-type: none">• GATT 1994 (Article I, III, and XI)• Import Licensing	<ul style="list-style-type: none">• Draft finalized at MIT; to be submitted to the Bureau of Legislation as soon as the law is enacted
12. Instructions on Imports	<ul style="list-style-type: none">• GATT 1994 (Article I, III, and XI)• Agreement on Import Licensing	<ul style="list-style-type: none">• Draft finalized at MIT and ready for adoption by the Ministry as soon as the new law is enacted.• Non-automatic license for products that Ministry must approve drafted and being reviewed by MOA• Draft instructions from Ministry being prepared
13. Regulations on Consular Fees	<ul style="list-style-type: none">• GATT 1994 (Article VIII)	<ul style="list-style-type: none">• Regulation fixing fee for consular certification of import documents at 21 JD published in Official Gazette No. 4468 (Nov. 30, 2000)• Draft regulation to eliminate requirement of consular certification being prepared by Ministry of Industry and Trade
14. Instructions on the importation of live sheep and calves (adoption of technical regulation for sheep meat)	<ul style="list-style-type: none">• GATT 1994 (Article XI)• WT/ACC/JOR/33 para. 177	<ul style="list-style-type: none">• Regulation issued by Ministry of Agriculture on 4/30/00• Inter-Ministerial Committee formed to implement regulation• Decision eliminating double inspection carcasses from imported live animals

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and elimination of double inspection of carcasses)		issued on 4/6/2000
15. Regulations on Animal and Agricultural Products Fees	<ul style="list-style-type: none">• GATT 1994 (Article VIII)	<ul style="list-style-type: none">• Draft being finalized by AMIR and the Ministry of Agriculture, to be issued upon passage of Agriculture Law
16. Non- Jordanian Investment Regulations No. 39 of 1997	<ul style="list-style-type: none">• Service Negotiations	<ul style="list-style-type: none">• By-Law No. 54 for 2000 ("Organization of Non- Jordanian Investments") published in Official Gazette No. 4465 (Nov. 16, 2000)
17. Regulations/ Instructions to implement Trade Secret/Unfair Competition Law	<ul style="list-style-type: none">• TRIPS	<ul style="list-style-type: none">• Regulation on protection of trade data that is submitted to Ministries of Health and Agriculture for registration of pharmaceuticals and pesticides, respectively, being prepared by AMIR and Ministries
18. Regulations/ Instructions to implement Law on Plant Variety Protection	<ul style="list-style-type: none">• TRIPS	<ul style="list-style-type: none">• Regulation being prepared by Ministry of Agriculture with AMIR Program
19. Regulations/ Instructions to Implement Law on	<ul style="list-style-type: none">• TRIPS	<ul style="list-style-type: none">• Regulation published in Official Gazette August 31, 2000

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Trademarks		
20. Regulations/ Instructions to Implement Law on Geographical Indications	<ul style="list-style-type: none">• TRIPS	<ul style="list-style-type: none">• Activity not yet initiated
21. Regulations/ Instructions to Implement Law on Patent	<ul style="list-style-type: none">• TRIPS	<ul style="list-style-type: none">• Draft regulations under review by Cabinet of Ministers/Bureau of Legislation
22. Regulations/ Instructions to Implement Law on Industrial Designs	<ul style="list-style-type: none">• TRIPS	<ul style="list-style-type: none">• Draft regulations under review by Cabinet of Ministers/Bureau of Legislation
23. Regulation/ Instructions to Implement NPP Law (Antidumping)	<ul style="list-style-type: none">• WTO Agreement on Antidumping	<ul style="list-style-type: none">• Ministry of Industry and Trade developing draft regulation
24. Regulation/ Instructions to Implement NPP Law (Safeguards)	<ul style="list-style-type: none">• WTO Agreement on Safeguards	<ul style="list-style-type: none">• Regulation published November 16, 2000 in the Official Gazette
25. Regulation/ Instructions to Implement NPP Law (Subsidies)	<ul style="list-style-type: none">• WTO Agreement on Subsidies	<ul style="list-style-type: none">• Ministry of Industry and Trade developing draft regulation

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26. Regulations/ Instructions to Implement Law on Standards/Metrology		<ul style="list-style-type: none">• Activity not yet initiated
27. Regulations to Implement Law on Agriculture		<ul style="list-style-type: none">• Draft regulations being prepared by AMIR Program
28. Regulations/ Instructions to Implement Customs Law	<ul style="list-style-type: none">• WTO Rules of Origin Agreement• WTO Valuation Agreement• GATT Article VIII• TRIP's	<ul style="list-style-type: none">• AMIR submitted draft regulation on rules of origin (procedures) to Customs for review

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Capital Markets

Results Indicators

Impact Indicator and Definition	Unit(s) of Measure	Results
1. Regional Leader in capital markets	<ul style="list-style-type: none">Value and percent increase in volume of trading	<ul style="list-style-type: none">107.2 million (JD)47% increase in volume of trading from December 2001
2. Regional Leader in capital markets	<ul style="list-style-type: none">Number (#) of independent articles, publications, and speeches on Jordan's capital markets	<ul style="list-style-type: none">6 since January 2002
3. Increased depth and liquidity of ASE	<ul style="list-style-type: none">Percentage increase in total market capitalization	<ul style="list-style-type: none">7.5% increase over December 2001
4. Increased depth and liquidity of ASE	<ul style="list-style-type: none">Percentage increase of new listings	<ul style="list-style-type: none">-2% (Number of listed companies went from 161 to 159, due to de-listings)
5. Increased depth and liquidity of ASE	<ul style="list-style-type: none">Number of shareholders	<ul style="list-style-type: none">540,000 shareholders (end of 2000)
6. Increased depth and liquidity of ASE	<ul style="list-style-type: none">Trading volume for equity	<ul style="list-style-type: none">65.2 million shares traded in January 2002
7. Increased depth and liquidity of ASE	<ul style="list-style-type: none">Trading volume for bonds	<ul style="list-style-type: none">4.1 million bonds traded in January 2002100,000 JD traded in

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		January 2002
8. Institutions and private enterprises strengthened as a result of training	<ul style="list-style-type: none">• Number of participants in capital markets training programs	<ul style="list-style-type: none">• Chartered Financial Analyst Program:<ul style="list-style-type: none">▪ 30 participants – Level 1▪ 5 participants - Level 2▪ 3 participants - Level 3• Broker Certification Program<ul style="list-style-type: none">▪ 4 participants (2- JSC/ 2 - ASE)• English Language Training<ul style="list-style-type: none">▪ 15 participants• Corporate Finance<ul style="list-style-type: none">▪ 1 participant
9. Financial viability of JSC, ASE, and SDC	<ul style="list-style-type: none">• Percentage of operational/financial costs covered by fees, revenues, etc. (non-budgetary support)	<ul style="list-style-type: none">• Not Available Yet
10. Financial viability of Regional ME-NEX Board	<ul style="list-style-type: none">• Percentage of operations/financial costs covered by fees, revenues, etc. (non-budgetary support)	<ul style="list-style-type: none">• Not Available Yet

Source: AMIR 2.0, March, 2002

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AMIR Training

- In-Country Training
- Third Country Training
- USA Training
- Training Totals

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AMIR Program

In-Country Training Activities

					No. of Participants		
Location	Comp	Facility	Start Date	Finish Date	F	M	Total
Amman	JCM	American Language Center	6-Jan-02	28-Feb-02	3	8	11
Amman	BAI	Howard Johnson Al-Qaser Hotel	9-Jan-02	9-Jan-02	7	8	15
Amman	POL	Sheraton Hotel	13-Jan-02	14-Jan-02	34	122	156
Amman	BAI	Hyatt	14-Jan-02	14-Jan-02	15	33	48
Amman	POL	Compubase	19-Jan-02	24-Jan-02	0	3	3
Aqaba	POL	Radisson SAS	22-Jan-02	22-Jan-02	2	2	4
Amman	POL	Palace of Justice	23-Jan-02	23-Jan-02	3	32	35
Amman	POL	Palace of Justice	24-Jan-02	29-Jan-02	0	8	8
Amman	POL	Compubase	26-Jan-02	31-Jan-02	0	3	3
Zarqa	POL	ZCI	28-Jan-02	28-Jan-02	0	8	8
Amman	POL	palace of Justice	29-Jan-02	29-Jan-02	1	8	9
Amman	POL	Palace of Justice	31-Jan-02	31-Jan-02	2	31	33
Amman	MEI	Marriott Hotel	2-Feb-02	2-Feb-02	4	5	9
Amman	PSPI	Palace of Justice	2-Feb-02	2-Feb-02	0	13	13
Amman	PSPI	Palace of Justice	3-Feb-02	3-Feb-02	0	19	19
Amman	PSPI	Palace of Justice	3-Feb-02	3-Feb-02	1	9	10
Amman	PSPI	Palace of Justice	4-Feb-02	4-Feb-02	3	25	28
Amman	PSPI	Palace of Justice	4-Feb-02	4-Feb-02	7	12	19
Amman	PSPI	Palace of Justice	5-Feb-02	5-Feb-02	0	29	29
Amman	PSPI	Palace of Justice	5-Feb-02	5-Feb-02	7	12	19
Amman	PSPI	Palace of Justice	6-Feb-02	6-Feb-02	0	8	8
Amman	PSPI	Palace of Justice	7-Feb-02	7-Feb-02	0	8	8
Amman	CMD	Jordan Securities	16-Feb-02	19-Feb-02	7	28	35

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Amman	BMI	Intercept. Hotel	18-Feb-02	18-Feb-02	5	8	13
Amman	CMD	Jordan Securities	20-Feb-02	24-Feb-02	0	4	4
Amman	CMD	Jordan Securities	24-Feb-02	26-Feb-02	0	1	1
Amman	CMD	UBM Training Center	3-Mar-02	8-Mar-02	0	1	1
Amman	BMI	Radisson SAS	3-Mar-02	3-Mar-02	24	57	81
Amman	PSPI	Atheer/Jordan	5-Mar-02	15-Mar-02	2	7	9
Amman	CMD	Jordan Securities	7-Mar-02	12-Mar-02	5	24	29
Amman	CMD	UBM Center	9-Mar-02	14-Mar-02	0	1	1
Amman	CMD	Jordan Securities	10-Mar-02	13-Mar-02	0	5	5
Amman	MEI	Intercontinental Hotel	12-Mar-02	12-Mar-02	4	4	8
Amman	CMD	Jordan Securities	13-Mar-02	15-Mar-02	0	1	1
Dead Sea	BMI	Movenpick	16-Mar-02	19-Mar-02	13	10	23
Amman	CMD	UBM Center	23-Mar-02	29-Mar-02	2	3	5
Amman	BMI	Meridian Hotel	23-Mar-02	23-Mar-02	20	0	20
Amman	CMD	Marriott Hotel	24-Mar-02	27-Mar-02	15	157	172
Amman	BMI	JABA's offices	27-Mar-02	27-Mar-02	2	7	9
Amman	PSPI	Intercontinental	28-Mar-02	28-Mar-02	2	25	27
Aqaba	PSPI	Movenpick	31-Mar-02	31-Mar-02	2	25	27
Amman	CMD	UBM Center	30-Mar-02	5-Apr-02	0	4	4
Dead Sea	BMI	Movenpick	30-Mar-02	2-Apr-02	11	3	14
Totals					203	784	987

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AMIR Program

USA Training Activities

There were no training activities in the U.S. during the First Quarter.

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*AMIR Program***Third Country Training Activities**

Task No.	Program Title	Location	Comp.	Start Date	Finish Date	No of Participants		Total
						F	M	
4.6.16 RoadMap Implementation - Government ICT Marketing Strategy and Approach Support	Taiwan-Taiwan Course	POL		7-Jan-02	22-Jan-02	1	0	1
5.3.1 Promoting new listings/ Regional ME-NEX	EFA Training on Tight Coupling	UAE,Dubai	JCM	13-Jan-02	15-Jan-02	2	1	3
4.6.16 RoadMap Implementation - Government Singapore's E-Government Model Support	Singapore-Singapore	POL		15-Jan-02	20-Jan-02	0	2	2
5.3.1 Promoting new listings/ Regional ME-NEX	Executive Committee Meeting	UAE,Dubai	JCM	19-Jan-02	23-Jan-02	0	5	5
5.3.1 Promoting new listings/ Regional ME-NEX	Executive Committee Meeting	Bahrain, Bahrain	JCM	20-Jan-02	20-Jan-02	0	4	4
511.2 JAED Institutional Development	Investment Official Visits to Ireland	Ireland/ Dublin	PSPI	10-Feb-02	14-Feb-02	3	5	8
431.2 EGD Staff Development and Training	E- Government for Development Seminar	Italy/Rome	ICTI	6-Mar-02	9-Mar-02	2	1	3
431.2 EGD Staff Development and Training Workshop	E-Government Knowledge Sharing	Singapore/Singapore	ICTI	16-Mar-02	23-Mar-02	2	2	4
531.7 Plant Variety Protection/Ministry of Agriculture	Plant Variety Protection WTO Meeting	Switzerland/Geneva	PSPI	17-Mar-02	27-Mar-02	0	2	2
635.20 Official Announcement	ME-NEX Executive	Bahrain \ Bahrain	CMD	19-Mar-	25-Mar-02	0	6	6

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	Committee Meeting			02				
635.20 Official Announcement	ME-NEX Executive Committee Meeting	Dubai / UAE	CMD	20-Mar-02	26-Mar-02	0	6	6
Total						10	34	44

AMIR Training Totals

Events Per Component

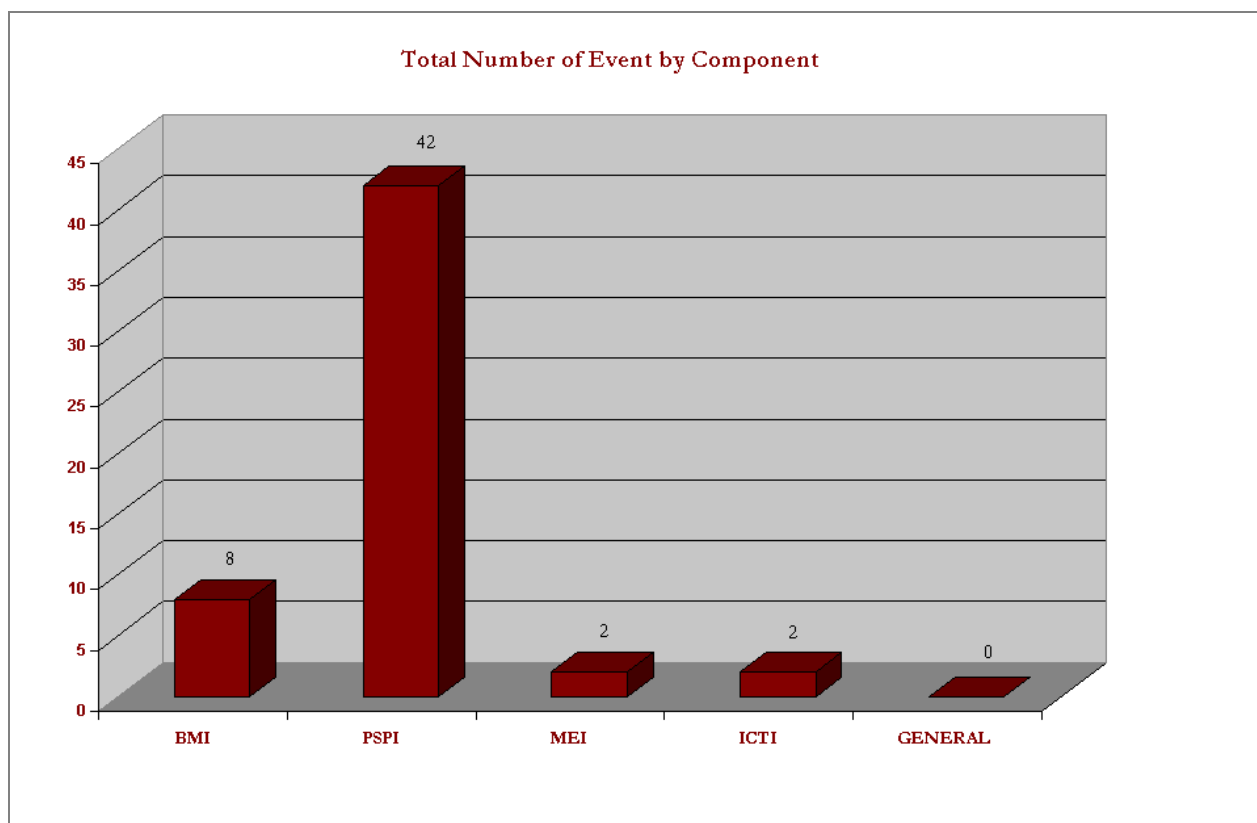


Chart 1: The Chart shows that the accumulative number of events for the first quarter of 2002 were 54 events. The total number of events held for each component for the first quarter of 2002. The table shows that the accumulative number of events to the end of this reported period were 42 events for the Private Sector Policy Component, followed by 8 events for the Business Management Component, and 2 events for the Microenterprise Component, and 2 events for the Information and Communications Component.

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Local Trainees Per Gender

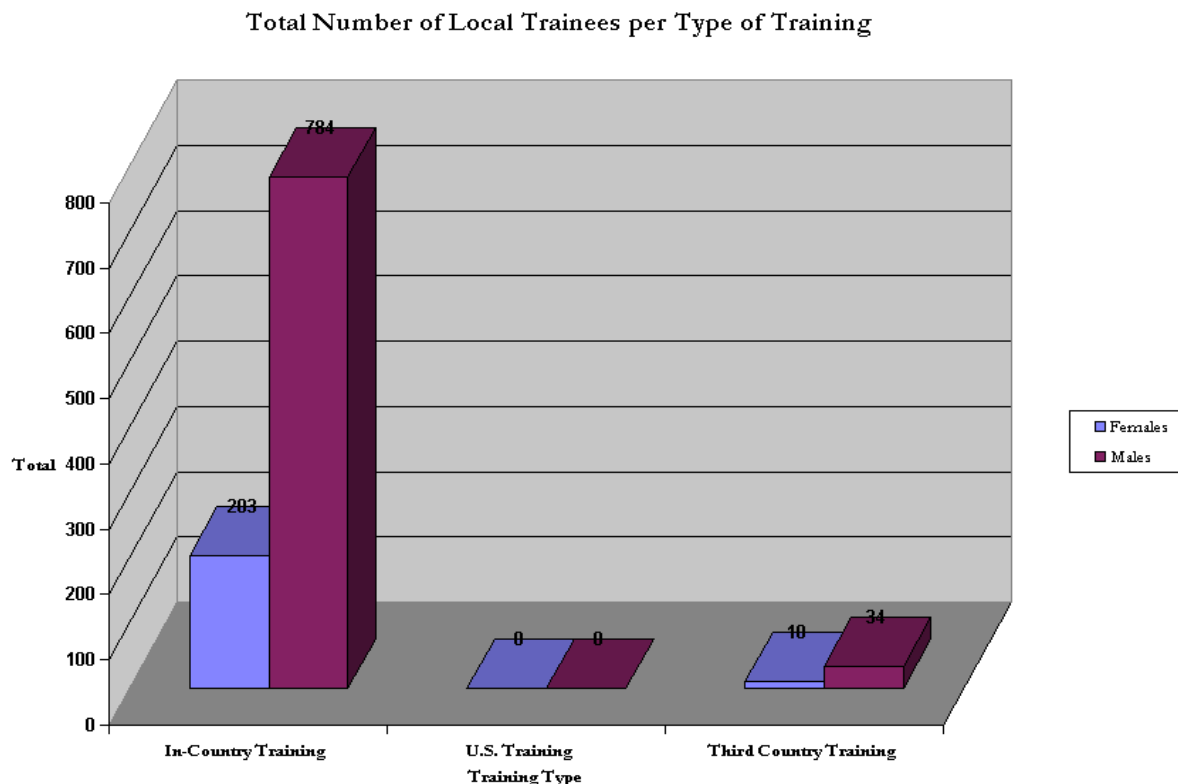
Total Number of Local Trainees per Type Jan1-March 31st 2002				
	Female	Males	TOTAL	Place/ Country, State, City
In-Country Training	203	784	987	Amman, Aqaba, Zarqa, Dead Sea
U.S. Training	0	0	0	
Third Country Training	10	34	44	Bahrain (Bahrain), Italy (Rome), UAE(Dubai), Switzerland (Geneva), Singapore (Singapore), Ireland (Dublin), Taiwan (Taiwan)
Total	213	818	1031	

Table 1: A total of 1031 trainees were sponsored by AMIR during the First Quarter of the Year 2002, of which 213 were females and 818 males (figures from March 28-31 have been estimated based on the number of *confirmed* trainees).

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AMIR Program

Press & Media Coverage

Press and Media Coverage Jan - March 2002

1st Quarter, 2002

The press coverage during the first quarter, mostly comprised a number of advertisements in the major local Arabic and English newspapers. Some of those advertisements included employment opportunities for local staff to fill new vacancies for AMIR 2.0 or other partner organizations, such as the Jordan Securities Commission, the Securities Depository Center, the Amman Stock Exchange and the Ministry of Planning. Other advertisements promoted the CFA teaching Program conducted by the AMIR Program consultants.

Coverage also focused on the cooperation of AMIR Program and the JSC in promoting the CFA program.

Date	Item	Topic/Headline	Component	Outlet
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04/02/02	Ad	Chartered Financial Analyst Program	CMD	The Jordan Times
04/02/02	Ad	Chartered Financial Analyst Program	CMD	Al Rai
05/02/02	Ad	Chartered Financial Analyst Program	CMD	Al Rai
05/02/02	Ad	Chartered Financial Analyst Program	CMD	The Jordan Times
07/02/02	Ad	Chartered Financial Analyst Program	CMD	The Jordan Times
07/02/02	Ad	Chartered Financial Analyst Program	CMD	Al Rai
10/02/02	Employment Ad	A Securities Depository Operations Manager	CMD	The Jordan Times
12/02/02	Employment Ad	A Securities Depository Operations Manager	CMD	Al Rai
12/02/02	Employment Ad	Head of Business Development/ Administrative Assistant	ICTI	Al Rai
13/02/2002	Employment Ad	Career Opportunities at the Amman Stock Exchange	CMD	Al Rai
13/02/2002	Employment Ad	Head of Business Development/ Administrative Assistant	ICTI	The Jordan Times
14/02/2002	Employment Ad	Head of Business Development/ Administrative Assistant	ICTI	The Jordan Times
14/02/2002	Employment Ad	A Securities Depository Operations Manager	CMD	The Jordan Times
14/02/02	Employment Ad	Head of Business Development/ Administrative Assistant	ICTI	Al Rai
14/02/02	Employment Ad	Career Opportunities at the Amman Stock Exchange	CMD	The Jordan Times
19/02/02	Employment Ad	Staff needed for new project management division	MEI/MOP	Al Rai
14/02/02	Employment Ad	Staff needed for new project management division	MEI/MOP	The Jordan Times
20/02/02	Ad	Village Clusters	MEI/MOP	The Jordan Times
20/02/02	Ad	Village Clusters	MEI/MOP	Ad Dustour
26/02/02	Ad	Village Clusters	MEI/MOP	The Jordan Times
02/03/02	Press Release	JSC, AMIR Promote CFA Program	CMD	Al Aswaq
03/03/02	Employment Ad	Business Management Initiative Program Officer	BMI	Al Rai
03/03/02	Press Release	JSC, AMIR Promote CFA Program	CMD	Ad Dustour
03/03/02	Press Release	JSC, AMIR Promote CFA Program	CMD	The Jordan Times
03/03/02	Employment Ad	Business Management Initiative Program Officer	BMI	The Jordan Times
03/03/02	Employment	AA for the IT Department	IT	Al Rai

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	Ad			
06/03/02	Employment Ad	A Securities Depository Operations Manager	CMD	Al Hayat

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Deliverables

Year	Month	Comp	Contractor(s)	Task	Deliverable Title
2002	Feb	Admin	Barabra Zadina	140.1	AMIR 2.0 Communications Plan
2002	Mar	ICTI	Richard Kingston	430.1	Implementation Plan for Ministry of Post and Communications Strategy - Recruitment
2002	Mar	BMI	Kenneth Hoadley	221.1	Jordan Business School Selection Action Plan
2002	Mar	BMI	Sandra Chesrown	261.1	Work Plan to Build the Jordan Tourism Board's Capacity to Promote Tourism
2002	Mar	MEI	Anita Campion	315.1	Market Assessment and Needs Analysis - Phase I
2002	Mar	MEI	Andrew Baird	332.2	Microinvestor Roadmap Phase I - Outline of Microenterprise Registration and Licensing Process